

Assessing the Utility of Social Media for Adult Probation

**Institute for Court Management
ICM Fellows Program
2012-2013 Court Project Phase
May 2013**

**Robert A. Zastany Jr.
Principal Probation Officer
Nineteenth Judicial Circuit
Lake County, Illinois**

Acknowledgments

I would like to begin by thanking the Chief Judge of the Nineteenth Judicial Circuit, Fred Foreman, the Director of Adult Probation Services, Rose Gray, and the former Director of Adult Probation Services, Frank Kuzmickus, for providing me with the opportunity to participate in the Institute for Court Management's Fellows Program. Additionally, I would like to thank the following staff for their assistance: Winnie Webber (Director of Judicial Information Services), Robert Verborg (Senior Research Analyst), and Frank Morelli (Unit Manager). I would also like to thank the adult probation officers and managers who participated in the stakeholder survey and interviews.

I am thankful for the assistance and guidance from various staff of the National Center for State Courts. Matt Kleiman, my research advisor, who provided me with valuable feedback and advice throughout the writing and research phases. I would also like to thank Dan Straub, Joan Cochet, Toni Grainer, and Amy McDowell for their guidance and patience in this process. I have enjoyed being able to work with all of the staff along the way. They have made this experience more enjoyable than I could have ever imagined.

I would also like to acknowledge and thank my family for their encouragement, motivation, and understanding during the completion of this program. To my wife, Gina, thank you for supporting me through the process and reminding me of the importance in finishing. To my son, Aiden, thank you for understanding when I could not be at every ballgame or was unable to come home early from work and hang out.

Lastly, I would be remiss if I failed to thank the one person who has influenced me the most, my father, Bob Zastany. You have provided me with the motivation to succeed, inspiration to learn, and the support to grow. We have shared many accomplishments throughout my life, however, following in your footsteps and becoming a Fellow is truly the most rewarding and proudest moment in my professional life.

Thanks Dad!

Table of Contents

Acknowledgments	iii
Table of Contents	v
List of Figures	viii
Abstract	ix
Introduction	1
Literature Review	5
Role of Probation	6
Technology in the Courts	12
Benefits of Social Media	15
Current Use of Social Media within Probation and the Courts	17
Methods	24
Project Design	25
Distribution	26
Findings	27
Surveys	27
Interviews	36
Social Media's Role within Probation	37
Social Media Structure within Probation	38
Forms of Social Media	38
Perceived Benefits	39

Perceived Impact of COG	39
Perceived Impact on PSE	40
Perceived Barriers	40
Conclusions and Recommendations	42
Conclusion 1: Social media should be implemented within Adult Probation Services as a tool to disseminate information	42
Recommendation 1.1: Implement SMAART Action Plan	42
Conclusion 2: Confidentiality of staff and customers is a concern	43
Recommendation 2.1: Policies and procedures need to be developed to clarify the intent of social media use and provide structure to prevent confidentiality issues	44
Recommendation 2.2: The Nineteenth Judicial Circuit Courts needs to update its Electronic Communication Policy to include social media	44
Conclusion 3: APS may not be able to increase attendance in COG or ensure additional PSE hours are completed simply by implementing social media	44
Recommendation 3.1: Educate and promote to officers / staff how to use social media sites and where information is located.....	45
Recommendation 3.2: Social media can provide customers with greater access to information about probation and its programs.....	46
Conclusion 4: Social media can provide customers with greater access to information about probation and its programs.	46
Recommendation 4.1: Develop pilot project using social media to provide information about upcoming projects and opportunities to complete public service hours.....	47

Recommendation 4.2: Develop pilot project using social media to provide program material, homework, and lesson plans to participants in the COG program.....	48
References	49
Appendix A: Backpack Evolution.....	54
Appendix B: Lake County Request to Conduct Research	57
Appendix C: Lake County Approval to Conduct Research	67
Appendix D: Social Media Survey	72
Appendix E: Survey Email.....	76
Appendix F: Interview Questions.....	77
Appendix G: Interview Email	78
Appendix H: Interview Results	79
Appendix I: SMAART Action Plan Template	81
Appendix J: SMAART Action Plan	87
Appendix K: Lake County Social Media Guidelines	92

List of Figures

Figure 1: New Jersey Court Facebook	19
Figure 2: Illinois Probation and Court Services Association Facebook	21
Figure 3: USA Supreme Court / Illinois Supreme Court Twitter Pages.....	22
Figure 4: Distribution and Response Rate.....	28
Figure 5: Social Media Usage by Age and Position.....	29
Figure 6: Ways Social Media Should Be Utilized by Lake County Adult Probation	32
Figure 7: Percent that Agree or Strongly Agree to the Use of Social Media.....	33
Figure 8: Perceived Impact that Social Media Has on COG and PSE.....	34

Assessing the Utility of Social Media for Adult Probation

Robert A. Zastany Jr.

Abstract

The Nineteenth Judicial Circuit Court in Lake County, Illinois has stated through its Mission and Vision statements that it is committed to using new technology to provide increased services to its stakeholders. The Division of Adult Probation Services is responsible for monitoring all adults sentenced to a term of probation that reside in the county. Within the division, there are various programs and services offered to those on probation. Currently, there is no method to utilize social media.

A survey was completed with probation officers, public service clerks, adult probation managers, and senior managers to identify how likely they are to embrace the use of social media, for what purposes they feel social media should be used, and to obtain their perceptions about the impact that social media can have on current programs and services. For the purpose of the survey, Probation's Cognitive Outreach Group (COG) and Public Service Employment (PSE) were used to examine potential benefits that social media could have. In addition to the survey, five COG officers, five public service clerks, two adult managers, and two senior managers were interviewed to obtain specific feedback on how they perceive the use of social media will impact adult probation and its programs and services.

Results were mixed, in that there were some individuals who felt that social media did not have a place in probation, while others embraced its functionality and

encouraged its implementation. Staff identified management as a possible barrier to implementing social media. However, managers responded as being receptive to implementing social media and noted several potential benefits.

Those surveyed and interviewed were able to provide multiple ways they felt social media could have a positive impact on probation. While they also recognized numerous barriers must be addressed prior to implementation, the general perception was that it is feasible for social media to be implemented in probation and that social media can have a positive impact on its operations.

Introduction

“Social media is just a buzzword until you come up with a plan” (Slater, 2012)

~Zach Dunn

The Nineteenth Judicial Circuit Court is a general jurisdiction trial court located in Lake County, which is the third largest county in the State of Illinois with a population of 703,462, according to the 2010 United States Census (“Find A County,” 2012). Court operations are made up of several divisions: Administrative Services, Judicial Operations, Judicial Information Services, Adult Probation Services, Juvenile Probation and Detention Services, and Psychological Services. Within Adult Probation Services (APS), there are twelve units: Domestic Violence, DUI, Field Services, Gender Specific, Intensive Probation, Pretrial, Presentence Investigations, Public Service, Sex Offender, Specialized Cases, Surveillance, and Therapeutic Intensive Monitoring. Making up these units are 59 Probation Officers, 12 Support Staff, 9 Unit Managers, 4 Assistant Directors, and 1 Director. The mission of APS is to:

support the mission of the Court by serving the Court and reducing offender recidivism in a manner that enhances the fairness and integrity of the Court’s decisions, promotes accountability and responsiveness in its enforcement of the Court’s orders, and advances public trust and confidence in the justice system (“Division Supporting Statements,” 2012).

Based on this statement, APS is dedicated to reducing recidivism through fair and accountable methods that promote trust and confidence within the justice system. Its goals are to utilize evidence-based practices in assessing and responding to the needs of probationers while providing services that are effective in reducing recidivism. APS is committed to collaborating with both internal and external stakeholders to improve communication, data collection, and assessment with regard to performance

management. Furthermore, APS makes every effort to provide opportunities for staff training and development that enhances the delivery of treatment and education programs, as well as increases access to community services and improves the level of responsiveness to new conditions and emergent events (“Division Supporting Statements” 2012).

Social media has become a popular topic within the private and public sectors, due largely to its acceptance and use by the general public. Susan Ward, of About.com, defines social media as “a type of online media that expedites conversation as opposed to traditional media, which delivers content but doesn’t allow readers/viewers/listeners to participate in the creation or development of the content” (Ward, 2013). Social media has gained acceptance because of its ease in use and its ability to expand communication by connecting the user to both their friends and organizations in one setting. Additionally, social media provides users with a low-cost method of communicating with individuals or groups with whom they may not regularly connect. By providing this service, social media enhances communication, and an organization can improve its services by providing and receiving specific and timely information to and from its customer base.

APS has acknowledged the importance of enhancing its programs, while improving communication and reducing recidivism, through internal studies and the use of client surveys. Through the use of social media, APS can potentially enhance current programs that should achieve its goals and provide a foundation for future use of social media by customers and staff. In Lake County, there is a plan to pilot the use of social media within probation for specific programs and services, specifically the Adult

Probation Public Service Employment Program (hereinafter: PSE) and the Adult Probation Cognitive Outreach Group (hereinafter: COG).

In 2012, there were an average of 3,656 adults on probation in Lake County, Illinois; 2,521 of those were new cases (R. Verborg, personal communication, February 14, 2013). Of those new cases, 2,019 were male, and 502 were female (R. Verborg, personal communication, February 14, 2013). PSE was ordered in 2,085 cases, including probation, traffic, and non-reporting supervision (R. Verborg, personal communication, February 14, 2013). COG referrals are made by probation officers. The number of referrals in 2012 was not available; however, in 2008, an internal study was conducted using data from 2004 - a total of 193 probationers were referred during that year (Verborg, 2012). The numbers have increased due to findings that indicate the program lessens recidivism; however, current numbers are not available. Each probation officer carries a caseload of approximately 80 cases; depending on the type of caseload they are responsible for supervising.

The COG program was chosen for the social media pilot since its population is derived from multiple caseloads and has already been verified as effective in reducing recidivism (Verborg, 2012). Through the use of surveys and interviews, this research project assesses the feasibility of implementing social media for probation and ways that it can enhance the effectiveness of the COG program. Primary enhancements anticipated include increased attendance and program completion rates, which may lead to reduction in recidivism rates by probationers.

The PSE program was also chosen for the pilot program because its population is derived from multiple caseloads, including non-probation cases. The PSE program is designed to provide service to communities and nonprofit organizations throughout

Lake County, Illinois. In addition, the PSE program provides a punitive sentencing option to the court and is considered an important aspect in reducing recidivism by judges. Through the use of surveys and interviews, this research project evaluates how social media can impact PSE through increased communication, including notifying clients (probationers) of upcoming PSE projects that increase the amount of hours completed in the community and the number of successful terminations from the program. In 2012, 2,085 individuals were ordered to perform PSE and 1,808 individuals successfully completed PSE hours (R. Verborg, personal communication, February 14, 2013). This leaves a difference of 277 cases. Despite the fact that not all cases completed were opened in the same year, it illustrates that there are more cases opened than successfully completed. By increasing communication to advertise opportunities for hours to be completed, there is a greater chance that the successful completion rate will increase. An indirect outcome from increasing the number of individuals successfully completing PSE is an anticipated increase in successful completions of probation.

Currently, the Nineteenth Judicial Circuit Court does not utilize social media in any aspect of its operations. However, there has been some discussion by management and among staff about how it could be implemented to improve current processes. In order to identify how social media will impact current programs and services, feasibility study must be completed that identifies potential barriers, concerns among stakeholders, and perceived impacts. By identifying perceived impacts, additional information will be available to determine if social media is an effective tool for court programs and services.

This research project provides the Nineteenth Judicial Circuit Court and APS with direct feedback on the perceived impact social media can have on its programs and services. A literature review provides information regarding the role of probation, the use of technology within the judicial system, benefits of social media, and current uses of social media within probation and the courts. Data is gathered from interviews with probation officers, public service clerks, probation managers, and administrators about perceptions that already exist about the use of social media within the COG and PSE programs. An analysis of local data identifies the current effectiveness of each program while identifying areas for improvement. It is expected that the information obtained will provide guidance to the court on the impact that social media can have on its programs and services.

Additionally, this paper identifies how receptive the stakeholders are in utilizing social media within probation and its programs. It notes areas of concern, while addressing potential barriers in the implementation and acceptance of use. Costs associated with implementing and maintaining social media sites are minimal, however, these costs are also identified to assist in determining overall feasibility. It is believed that social media offers a cost efficient means to communicate with customers while promoting current programs and providing a proven method to gather customer feedback.

Literature Review

This literature review focuses on four areas: the role of probation, technology in the courts, benefits of social media, and current uses of social media in probation and the courts. It examines how technology has impacted society, business, and probation,

while identifying how social media is utilized in the public and private sectors. The literature review also examines the role of probation and how it can be positively impacted by social media.

“I believe that our [probation’s] primary business is the protection of the community”

(Reddick, 2012)

~Carl Reddick, Supervisor, Oregon Department of Corrections (Ret.)

Role of Probation

Probation services fall under multiple government agencies and branches, depending on how the state’s system is structured. For example, in Illinois, the county is responsible for funding probation services, while the circuit court is responsible for the effectiveness of operation, policy development, and management. In contrast, in Wisconsin, probation services operate as a part of the Department of Corrections and are managed at the state level. Other states combine probation and parole into one office. While there are differences with regard to where probation is situated within the government structure, the role of probation is similar in that probation is responsible for monitoring individuals in the community that are found or plead guilty to a crime, yet are not sentenced to prison or jail. For example, in Florida, where probation falls under the Department of Corrections, probation “protect[s] the public; provide[s] a safe and humane environment for staff and offenders; work[s] in partnership with the community to provide programs and services to offenders; and supervise[s] offenders at a level of security commensurate with the dangers they present” (Brown, 2012). In addition to protecting citizens and the local community and enforcing court orders, probation is tasked with providing programs and services that assist in rehabilitating individuals, with

the ultimate goal of stabilizing their lives, developing social skills, and reducing recidivism.

John Augustus, the father of probation, was the first to request the court allow an individual be monitored in the community. By rehabilitating the individual and teaching the skills necessary to be a productive member of society, Augustus demonstrated that not all criminals need to be detained in a locked facility. Marcus Nieto points out that “historically, probation officers have performed both rehabilitative and law enforcement functions” (Nieto, 2012). This dual role continues today; probation officers are still required to report violations and new offenses to the court, however they are beginning to focus on providing rehabilitative services due to lack of funding and service options within the community. In the past, probation would refer offenders to treatment providers and oftentimes assist in paying for the services. Today, probation departments provide in-house services by officers or staff hired specifically to perform those tasks. In Lake County, Illinois, the APS offers Thinking for a Change, a cognitive based group designed by the National Institute for Corrections; anger management classes; psychological evaluations; parenting classes; job programs; and one-on-one counseling (“Division of Adult Probation,” 2012). These services are still limited; however, the cost to the department is less than if they were outsourced. In addition, because they are offered within the same building, the services are more accessible.

Another role of probation, albeit not found in all jurisdictions, is arrest powers. Kenneth Echie points out that “probation and parole officers have the power to arrest parolees or probationers” (Echie, 2012). This role varies between the states. Illinois’s statute states that “all probation officers are classified as peace officers and can arrest or take into custody probationers who are violating” (“Firearms Survey Illinois,” 2012).

However, in Illinois, local jurisdictions determine how officers use this authority. Most have chosen not to allow officers to arrest probationers; instead, they work with local police departments to perform this task.

In addition to these above roles, restorative justice has also started to become integrated into probation and is beginning to affect its role. Tony Marshall of the Restorative Justice Consortium defines restorative justice programs as “victims and their offenders in face-to-face meetings, where they determine the outcomes” (Sullivan, 2006). Paul McCold suggests that “only three models of restorative justice practice meet the Marshall criteria – mediation, circles, and conferencing” (Sullivan, 2006). While probation departments attempt to accomplish these purposes through various programs, the most evident is in treatment courts, where the judge, probation, and attorneys work collectively with the defendant, victim, and public to impose a sentence. While McCold points out that there are only three ways to accomplish restorative justice, he does not rule out the use of technology. Mediation, circles, and conferencing all require the parties involved to meet, which can be completed through the use of technology. For example, programs such as Skype allow multiple users to communicate through video conferencing, thus allowing attendees to participate while anywhere in the world. Community Corrections and Rehabilitative Services in Kansas currently utilize Skype to communicate with low-risk probationers who do not reside near the main office (“2012 NIJ Technology,” 2013). By providing this service, Kansas Community Corrections is able to make contact with clients at virtually any time and visually verify their whereabouts as well as record the conversation to place in the case file. This is just one way technology provides an emerging way for probation to conduct business.

APS in Lake County, Illinois oversees all individuals placed on probation through the Nineteenth Judicial Circuit Court. Probation officers are assigned cases based on type of caseload monitored (e.g., domestic violence, DUI, gender specific, intensive probation, sex offender, treatment, or general field). Once assigned to an officer, the probationer completes an intake interview where the officer collects background information about the probationer along with any information related to the case and their criminal history. Upon completion of the intake interview, officers complete a Level of Service Inventory-Revised (LSI-R) assessment to determine risk levels and identify protective factors (“LSI-R – Assessment.com,” 2012). This information is used to determine how often probationers will report and services they will be required to complete. Probationers can be referred to COG if they score above a medium risk level (over 14 out of 54) and lack decision making skills. Probationers can also be ordered to complete COG by the Court, however, they still must score above a medium risk to be enrolled. PSE is ordered by the Court at the time of sentencing no matter the risk level.

When a probationer is referred to COG, they are required to attend 20 sessions. Participants have two attendance options: a) either attend once per week for an hour and a half for 20 weeks; or b) attend twice per week for an hour and a half for 10 weeks. Probationers are required to attend each lesson, which covers three topics: social skills, cognitive self-change, and problem solving (“Thinking for a Change,” 2012). During the group, officers facilitate lessons by reviewing homework, presenting the new skill, modeling the skill, allowing time for probationers to role-play the skill in group, and assigning homework to reinforce the skill. By following this format, probationers have an opportunity to see, hear, and practice the skill during group before attempting the skill on their own time.

Currently lessons are printed prior to group and handed out by the facilitators. If a probationer misses a group session, they may not receive a copy of the missed lesson if they do not specifically ask a facilitator or their probation officer. Since each lesson expands on the last, it is important for the probationer to have all lessons. This is especially true when completing the problem solving section. If a probationer misses the first lesson, they may not understand how all the steps work together, thus diminishing the effectiveness of the program. Each individual is given three absences to use as necessary. Upon the fourth absence, the individual is removed from the group and probation is terminated as unsuccessful. In 2004, there was a 67% completion rate for the program (Verborg, 2012).

In 2012, there was a \$100 fee charged for those participating in COG to assist the department in funding overall programming. Up until January 2012, COG was free to all who participated. Social media provides a no-cost means to assist in the process of making lesson plans, homework, and tips related to the skills available to probationers in COG. In addition, the information would be available for all probationers to view and use. Probationers could share experiences with others via a social media site and send questions or comments to facilitators / probation officers even once they are discharged from probation. By using social media, COG could provide information to more probationers and potentially enhance the current program, including providing updates related to change in information, group times, and group cancellations.

When a probationer is assigned to PSE, they meet with a Public Service Clerk, who completes an interview to determine what worksite is most appropriate based on residence, offense, and, if applicable, any disabilities. Worksites are nonprofit

organizations located throughout Lake County. Every effort is made to ensure that the assigned site is accessible to the probationer in location and hours open.

In addition to worksites, PSE conducts special projects throughout the year. Some of these projects include performing set-up and clean-up for the Lake County Fair and other town festivals, cleaning of probation vehicles on a monthly basis, and maintaining two adopt-a-highway sites. Ultimately, it is up to the probationer to choose how often to perform public service hours. If they choose not to perform the hours ordered, they jeopardize their ability to successfully complete probation and risk having their probation revoked by the Court. If probation is revoked, the probationer is resentenced or unsuccessfully terminated from probation. PSE can provide more opportunities for special projects and more contact with worksites if the program can ensure that probationers will show up to perform their public service hours. Social media can assist with advertisement of special projects, along with upcoming opportunities for work. In addition, social media sites can assist with recruitment of new sites and provide one location for worksites to communicate with probation. Currently, public service clerks are responsible for assigned worksites (each clerk is responsible for communicating with between 75 and 100 worksites). As a result, information may not be responded to in a timely fashion if a clerk is out of the office. Furthermore, the current method of disseminating information to public service workers is through printed flyers maintained in the Probation Office and information provided through probation officers. Social media could be used to update probationers of changes to worksite rules, times, and unscheduled closures. Worksites could also post updates related to their site without having to go through a public service clerk first.

“Those who have not embraced technology are losing the competitive battle”

(“The benefits of,” 2012)

~Hon. Arthur M. Monty Ahalt (Ret.)

Technology in the Courts

Traditionally, courts have lagged behind the private sector when it comes to technology. This can be attributed to age of staff, ongoing cost for hardware and software, lack of training funds, bureaucracy, resistance to change, and local court culture. However, this does not mean that courts should ignore technology trends (see Appendix A). While the first microcomputer was built in 1965 (“Technology Timeline,” 2012), the court did not introduce its first computerized case management software until 1986 (Ahalt, 2012). It takes time for the court to adjust and adopt new methods of using technology to assist in its duties. In Lake County, the Prober case management system was not introduced until 1989, despite development starting in 1986 (R. Verborg, personal communication, February 14, 2013). This delay is evident in that e-filing, which was first available in 1990, is still not fully implemented in the courts (R. Verborg, personal communication, February 14, 2013). New technology, such as biometrics (identifying humans by their characteristics or traits, such as fingerprints), was available in 2005, but still is not used by the majority of courts (R. Verborg, personal communication, February 14, 2013).

The delay in implementing technology may not mean the courts do not recognize the benefits technology offers. Rather, the delay could be a result of different types of courts throughout the country with different missions and budgets. Unified courts are better able to implement technology, due to centralized purchasing and control. In contrast, decentralized courts are concerned with budget approvals and local politics.

For example, Utah moved the entire state court system to electronic records (Suskin, 2012). In contrast, in Illinois, technology decisions are made at the circuit level and only a few courts are even beginning to think about electronic records. The differences between the two states illustrate how different courts utilize technology.

Hon. Herbert B. Dixon Jr. (2012) states that he expects “all courts and counsel will improve their ability to use technology to enhance and improve the jury’s ability to see and hear the evidence and the court’s instructions.” Judge Dixon writes that the use of technology will assist the court with efficient operations and provision of a fair forum for litigants. To best make his point, he uses the impact technology has on jurors as an example. While comparing juror responses from the Use of Technology in the Courtroom Survey, all categories increased in 2010, with one exception: overall, jurors felt that technology did not improve their ability to serve as a juror (Dixon, 2012). This demonstrates that while technology can improve various tasks, it still might not improve everything. Technology should be viewed as a tool to assist in serving the public, not a one-stop solution.

In 2000, the courts began to embrace technology as a whole. Most were familiar with using personal computers, word processors, and the internet. As the internet started to become a staple in people’s lives, it became more widely accepted. The courts saw an opportunity to connect with citizens without hiring additional staff or expanding work hours. In 2000, Connecticut, Oklahoma, and Wisconsin began to offer court records to the public via the internet – for free (Suskin, 2012).

Twelve years later, there remain courts who do not offer this service, emphasizing the delay inherent in embracing technology. While courts as a whole may never possess the latest and greatest forms of technology, they should not ignore the

benefits that technology offers. When one court is able to utilize a piece of technology, other courts should consider ways they can use the same technology to improve their own ability to serve the public.

The evolution of technology in probation is no different than the experience of the courts described above. However, one notable exception is that probation often is a few steps behind the courts, largely due to less funding. Because probation offices are restricted by budgets, which are comprised primarily of staffing costs, technology solutions must be both affordable and effective. Free technology offers probation an opportunity to expand its use of technology without impacting the budget. Social media is an example of technology that is essentially free, since many sites do not require subscription fees and there is no need for special software or personnel to develop the sites. Another example of no-cost technology that works well for probation is use of internet-based mapping, which allows employees to secure directions and search property information. While there is a cost for use of the internet, the mapping sites (e.g. Google maps, Yahoo maps, Bing maps, MapQuest, etc.) do not require additional fees to access sites. This information can be linked to case management software, GPS devices, smart phones, or mobile computers to allow officers to get directions.

“The benefits of social media give businesses a new way to interact with customers. It’s no longer enough that a strong marketing initiative will turn consumers into customers”
(Hisaka, 2012)

~Alex Hisaka

Benefits of Social Media

Social media has become a popular topic across the globe because it allows individuals to communicate quickly and with multiple people. With advances in smart phones and tablets, users are able to post information from virtually anywhere while also receiving information from individuals, groups, or organizations that they would otherwise never have had contact. Social media connects average citizens with large corporations, Hollywood stars, athletes, politicians, and pretty much anyone else that uses a social media platform.

Social media is attractive to the private sector because it is free, other than the cost of someone maintaining and recording information from social media sites and it provides instantaneous, unfiltered feedback from the public. Public sector benefits are similar. Customers are more likely to use FaceBook, Twitter, or similar forms of social media to interact with companies to ask questions, provide feedback, and share ideas than they would be if they had to call, email, or physically go to a store (Hisaka, 2012). This could be for two reasons. One, it does not require the user to interact with a physical person; therefore, users are less worried about encountering a conflict. Two, it does not require the user to physically go anywhere; rather, users are free to communicate from any location at any time. In the past, a customer may have an idea or feedback, but chose not to share it because doing so was a hassle. Today a

customer can post an idea or suggestion on a social media site from any piece of equipment connected to the internet.

In addition to creating a forum for customers to interact directly with a company or another individual, social media has become a new form of marketing. A company can use its social media site to drive its customer base. Potential customers are everywhere; if they become familiar with a company's social media site, they become familiar with the company, thus making them more likely to utilize the company's services or products. While it seems like social media is the perfect, low-cost method to marketing, it is not a replacement for traditional methods. Cynthia Boris notes that "no matter how many FaceBook fans you have, you're still only reaching a small portion of the audience" (Boris, 2012). Nevertheless, in a Forrester Research Marketing Leadership Online Survey conducted in 2012, results indicate that business-to-customer communication outperforms business-to-business communication within social media, ecommerce, and mobile technology (Boris, 2012).

The Nineteenth Judicial Circuit Court has demonstrated its commitment to the use of new technology, along with alternative methods to best serve the public. This is reflected in its Vision Statement:

The vision of the Lake County Judicial System is to be one truly independent and empowered branch of government providing a fair and responsive system of justice while protecting rights and liberties, upholding and interpreting the law, and resolve disputes peacefully, fairly and effectively in Lake County, Illinois. This includes an effectively managed Judiciary and Judicial System that fully utilizes technological advancement and alternative dispute resolution to best

serve the public, while seeking the highest possible understanding, trust and confidence (“Division Supporting Statements,” 2012).

Social media can empower APS to support the Circuit’s vision by utilizing technology in new and innovative ways. By utilizing social media to connect with probationers in the COG and PSE programs, APS may be able to provide more information with regards to lesson plans and upcoming events, while also disseminating information in a timelier fashion. Increased communication in turns leads to increased attendance and completion rates in COG, which has the potential to reduce recidivism. Similarly, PSE would be able to provide more opportunities for probationers to perform public service hours, thus ensuring compliance with court orders, and resulting in increased probation completions.

“If I’m applying the First Amendment, I have to apply it to a world where there’s an Internet, and there’s FaceBook” (Schelzig, 2012).

~Hon. Stephen Breyer

Current Use of Social Media within Probation and the Courts

Even though social media has been able to gain a foothold within the private sector, it is not fully embraced by probation or the courts. While there are several examples of probation using social media, this has proven to be more of an exception rather than the rule. For example, the Tazewell County, Illinois Probation Department currently uses FaceBook to monitor probationers. They accomplish this by creating fake accounts and friend request probationers who have blocked or hidden profiles. The Illinois Probation and Court Services Association (hereinafter: IPCSA) developed a FaceBook page that allows members to view and post comments. Initial concerns

raised include the concern that misinformation or inappropriate comments could result in a poor public perception of the association and its members. Nevertheless, IPCSA felt this platform was necessary to connect with younger officers and those who can no longer afford to attend annual conferences.

In addition to FaceBook, other probation departments have used Skype to assist with probationer communication. In Kansas, where some departments are required to monitor large areas with just a few officers, Skype is used as a way to communicate (“2012 NIJ Technology Institute,” 2013). One advantage offered by Skype is that officers can require probationers to report via a cell phone or tablet. Probation officers are able to scan the area the probationer reports from in order to verify the individual’s location. Another advantage is that officers can view probationers while at work, school, or wherever they are supposed to be and communicate with bosses, teachers, or instructors via video conferencing. This is different than how most people use Skype and has allowed officers and probationers to communicate at virtually no cost using a live video feed that can be recorded and placed into the probationer’s file. This is beneficial when probationers have access to the internet through a mobile device. However, it may not be a solution that is available or appropriate for all cases.

While probation departments have found ways to communicate with probationers via social media, an option is for a probation department to set up a social media site to disseminate information (see Figure 1). This allows for an organization to connect directly with the public at virtually no cost. The main advantage is that anyone in an organization can post information to a site such as FaceBook or Twitter whereas a traditional website requires an employee with a specific skillset to go into the site to update it on the server. Having a social media site allows for an organization to connect

to a wider audience. However, the majority of the public still does not use social media to find information. As a result, social media sites should be supplemental to a traditional website or other existing means of communication. For example, if a probation department were to create a FaceBook page and post its information, it should also offer a preview of what it has to offer on its website, using the "status" option to relay important and timely information. Since not every probationer has access to FaceBook, information must still be available in other formats.

Below is an example of the New Jersey Court's FaceBook page:

Figure 1: New Jersey Court, FaceBook Page



The history of the court is provided, along with the link for the website, a few pictures, and contact information. The most important feature is that a person can send a

message to the court using FaceBook. The New Jersey Court's Administrative Office maintains the FaceBook page and responds to messages as appropriate.

Having a FaceBook page allows an organization to communicate with customers who do not already frequent the organization's traditional website but embrace social media, thus connecting to a new audience. Despite the utility of social media sites such as FaceBook, there are some limitations and causes for concern. The IPCSA explored the idea of creating a FaceBook page as early as 2009. The reason it decided to wait until mid-2011 to "go live" with the site was concern that its members or the public would post inappropriate information on the site. When the site was released, the decision was made that the site would be a private page and that users would be invited to join. As a result, only IPCSA members or other court professionals are able to view or post on the site. This provides a measure of protection for the association. A screenshot of the IPCSA FaceBook site is provided below in **Figure 2**.

Figure 2: Illinois Probation and Court Services Association, FaceBook Page



IPCSA’s FaceBook page is maintained and monitored by the Representative Committee Chair, who represents all committee chairs on the association’s Executive Board. The Chair is responsible for posting information and approving all messages. In addition, the Chair also relays information to the webmaster, who posts additional information on IPCSA’s traditional website (“IPCSA,” 2012).

In addition to FaceBook, organizations can use Twitter to disseminate information to the public. Currently, the United States Supreme Court has a Twitter account and posts rulings, information regarding the court, and information on the judiciary and its involvement in the community (see Figure 3). The Illinois Supreme Court does the same, which allows citizens who may never visit its website to be informed about what is going on in their courts (see Figure 3). It may appear that the number of “followers” for these accounts is low considering the population of both Illinois and the United States. However, where most accounts that attract over a million

followers are for entertainment or comment on a wide-range of subject matter, the courts' accounts provide specific information that may not apply to a wide range of users. This does not diminish the impact they have, because those who need or want the information have the ability to access it easily – an impact that is not easily quantified. The accounts increase access to the courts, because information that was previously available upon request or in the back pages of a newspaper is now available via Twitter to anyone who chooses to follow the Court's Twitter feed.

Figure 3: USA Supreme Court / Illinois Supreme Court, Twitter Pages



In addition to increasing access, social media also assists in achieving other goals set by the Court. The National Center for State Courts developed the Trial Court Performance Standards to “establish goals for effective court performance in five areas: access to justice; expedition and timeliness; equality, fairness, and integrity; independence and accountability; and public trust and confidence” (“Performance Measurement,” 2012). Social media impacts access to justice because citizens are

provided an additional method to obtain information about the courts. Public trust and confidence is another measure that is impacted because it shows that the courts are willing to communicate with the public in additional forms. Not everyone has business in the courthouse, nor does every person read the news or subscribe to a legal journal; yet the decisions made by the courts impact their lives. Therefore, by providing information in multiple formats, more people obtain necessary court information. Posting information through social media demonstrates to the public that the court is dedicated to transparency. While information may already be available in other formats, social media helps dispel the perception that it is hidden or only available to those who know where to look.

In 2010, the Conference of Court Public Information Officers (hereinafter: CCPIO) conducted its first survey on New Media, which includes but is not limited to social media. CCPIO wanted to evaluate how new media impacted the courts, as well as how the courts and their staffs perceived new media (“2011 CCPIO,” 2012). The survey demonstrates that while new media is still in the process of becoming accepted by everyone, that there is a place for it within the court. In 2011, CCPIO was able to make several conclusions regarding the use of new media within the court. It concluded that more judges were using social media sites, but were cautious on how it could be used without imposing on judicial codes of ethics. Judges also recognize that social media is widely used by citizens and discuss it while addressing jurors. The survey showed that more organizations are accepting that social media is needed and could be beneficial to their operations.

In 2012, CCPIO conducted its third annual New Media Survey, in which it stated that “in the court community, 2012 will probably be remembered as the year when some

courts went from viewing new media as a threat to embracing new media's possibilities as a powerful tool" ("2012 CCPIO," 2012). The study found that social media, along with visual media sharing, were the only two areas in which court usage increased from 2011. The results declined between 2011 and 2012 in the areas of court use of blogs, Microblogs, and news syndication. At least 24 administrative offices of the courts currently use at least one form of social media, such as FaceBook, Twitter, YouTube, or Flickr. This is an increase from 2011 when only 17 offices used this form of media ("2012 CCPIO," 2012). While having 24 offices out of 50 is not an indication of complete acceptance, it does show that usage is increasing. The increase in use of social media illustrates that courts have begun to embrace social media. This indicates that probation should, at the least, be more inclined to consider application of social media to probation responsibilities.

The overall goal for social media usage should be to add transparency to both the court and probation, while maintaining accountability - two of the standards established by NCSC's Trial Court Performance Standards. By providing information about programs and events through multiple means of communication, probation becomes more transparent, which allows the public to hold the department accountable. Additionally, social media provides a new avenue for customers to obtain information and interact with both the court and probation, resulting in an overall increase in access to justice.

Methods

The overall project design and methods used are described in this section. Data for this project was collected through a thorough review of literature on social media,

probation, and the courts, a survey of stakeholders in Lake County, and through structured interviews with the probation management team.

Project Design

For this research, data was collected from the use of surveys and interviews. All Probation Officers, Public Service Clerks, Probation Managers, and Senior Level Managers were asked to partake in the survey for a total of 84 participants. Interviews were limited to five COG Facilitators (who are also Probation Officers), five Public Service Clerks, two Probation Managers, and two Senior Managers.

All research projects that utilize client or employee data within the 19th Judicial Circuit Court require the approval of the Senior Management Team, along with the Chief Judge. A request to conduct research was submitted on November 5, 2012 (see Appendix B). Prior to approval, a meeting was scheduled with the Director of Adult Probation Services to review the project plan and methodology. The project plan and methodology were approved (see Appendix C). The questionnaire and interview questions were reviewed by the 19th Judicial Circuit's Research Analyst prior to distribution. The Research Analyst also assisted by converting the survey into an online form using the website Survey Monkey (www.surveymonkey.com). A survey was chosen as the data collection method because feedback was desired from a large group of participants. A secondary benefit of the survey was that participants would be exposed to the possibility of future pilot projects.

The survey asked respondents to identify their position, years of service, and age to identify a basic set of demographic information. This information was used to ascertain whether there were any differences in views among these groups on the use and implementation of social media. Furthermore, the survey requested that the

respondent identify themselves as a social media user or not, and to state for what reasons they do or do not use social media. It also asks if respondents support the use of social media within probation, and if so, in what capacity. Responses were provided to seven statements using a five-point Likert scale ranging from “Strongly Agree” to “Strongly Disagree.” The survey also included four “yes” or “no” questions and three open-ended questions about the perceived impact social media will have on COG, PSE, and probation (see Appendix D).

In addition to the survey, interviews were conducted with a select group to obtain specific feedback about opinions regarding implementing social media as a probation tool and perceptions about its impact on COG, PSE, and probation. In order to gather feedback from each area, individuals were selected from PSE, COG, Probation Management, and Senior Management. These individuals were able to provide additional in-depth information to supplement the survey responses with more specific feedback regarding the use of social media within probation. Individuals were chosen based on the proposed pilot projects within probation (PSE and COG). Members from the APS Management Team and Senior Management Team were also included. The interviews posed four primary questions, two of which included follow-up questions. Each question was linked to the survey and asked the interviewee to expand upon their responses and provide examples of their own perceptions regarding how social media impacts probation.

Distribution

The twenty question survey was distributed to 57 Adult Probation Officers, 5 Public Service Clerks, 13 Adult Probation Managers, and 9 Senior Managers on November 12, 2012 via email. In the introductory email, a brief message identifying the

intent of the project was included (see Appendix E). Survey Monkey was utilized to collect the results. The survey remained open until December 3, 2012, with reminders sent out on November 16, 2012 and November 26, 2012. In total, 63 responses were received from 41 Probation Officers, 4 Public Service Clerks, 12 Adult Probation Managers, and 6 Senior Managers, resulting in a 75% response rate.

In depth, semi-structured interviews were conducted with five Public Service Clerks, five COG facilitators (Probation Officers), two Adult Probation Managers, and two Senior Managers, between November 20, 2012 and December 5, 2012.

Interviewees were contacted via email and were asked to participate. Within the email, there was a brief explanation of the intent of the interview (see Appendix G). Each person contacted agreed to be interviewed and scheduled a time that fit their schedule. Each interview lasted approximately twenty minutes.

Findings

This section begins with review of findings from the survey distributed to public service clerks, probation officers, managers, and senior managers within the 19th Judicial Circuit Court. It continues with a summary of the stakeholder input gathered through the interviews conducted with public service clerks, COG officers, unit managers, and senior managers.

Surveys

In the survey, public service clerks, probation officers, managers, and senior managers were asked to identify their familiarity with social media, how often they use it, for what purpose(s), and how likely they are to embrace its use within probation. In

addition, they were asked to identify ways social media can best be utilized within probation.

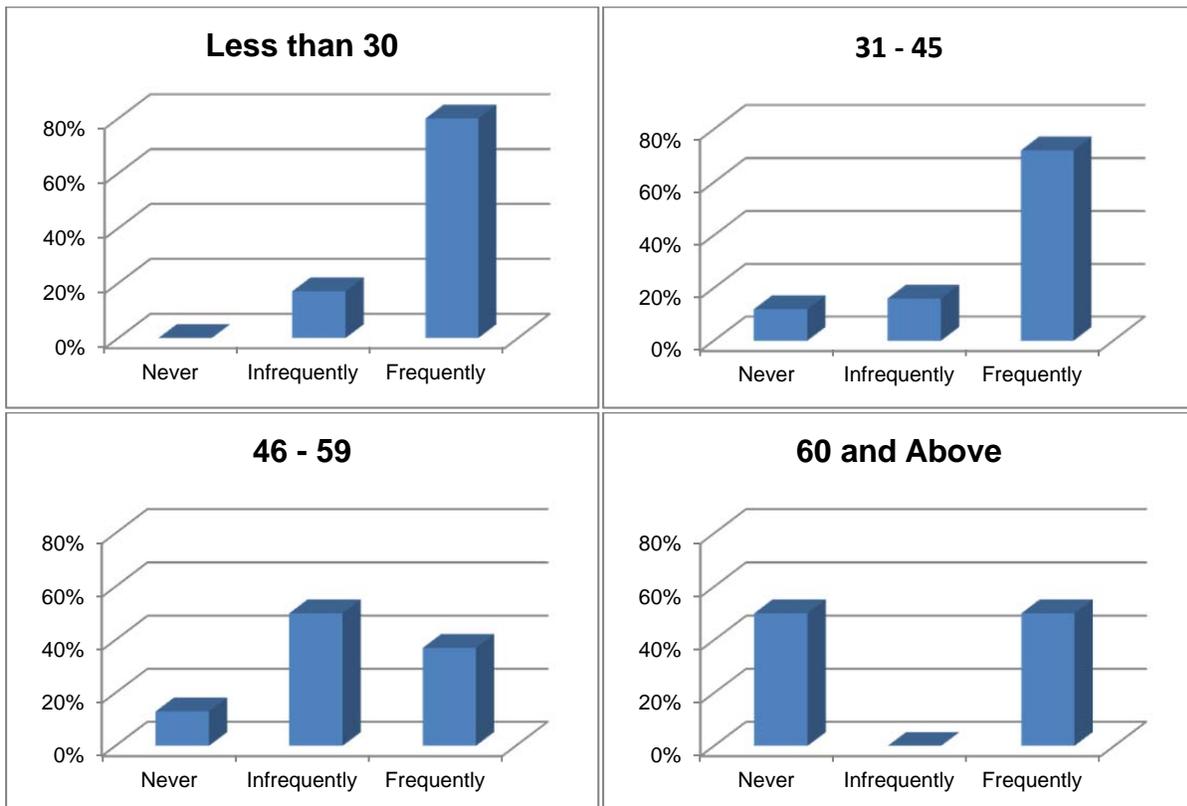
The survey was distributed to 57 adult probation officers, 5 public service clerks, 13 adult probation managers, and 9 senior managers. Each officer is responsible for referring probationers to COG and PSE. Each public service clerk is responsible for recording public service hours earned, including hours for completing COG (graduates are eligible to receive up to 100 hours of public service upon successful completion of COG). The overall response rate was 75%. This rate is consistent with the response rate to the 2012 Employee Survey, which was 71.4% (“2012 Lake County Employee”, 2012). Overall, 41 probation officers, 4 public service clerks, 12 adult probation managers, and 6 senior managers responded. Respondent demographics indicated that 89% have greater than six years of service with the Courts and that 86% are between the ages of 31 and 59. This shows that the majority of respondents are experienced in their positions and have been exposed to the integration of technology within probation.

Figure 4: Distribution and Response Rate

CATEGORY	ADULT PROBATION OFFICER	PUBLIC SERVICE CLERK	ADULT PROBATION MANAGERS	SENIOR MANAGERS	OVERALL
SENT	57	5	13	9	84
RECEIVED	41	4	12	6	63
RESPONSE RATE	(72%)	(80%)	(92%)	(67%)	(75%)

Survey results demonstrated that the majority of respondents frequently use social media, both for personal and professional purposes. Respondents who were under the age of 30 were the highest users of social media at 83%. The second highest percent of users at 72% were those between the ages of 31-45. Only 37% of those above 45 indicated that they frequently use social media. Facebook was overwhelmingly the most widely used form of social media, with 90% reporting use, while YouTube came in second with 61%. Only 46% of respondents stated that they have used social media for professional purposes. The highest group to use social media for professional purposes were the adult probation managers, representing 54%.

Figure 5: Social Media Usage by Age and Position





Observations:

- Those under 45 utilize social media at a higher rate
- Probation officers utilize social media at a higher rate

Overall, the survey results identified several themes about the use of social media within probation: confidentiality is a concern, management is a barrier to implementation, and training is needed. With regard to confidentiality, probation officers are trained to obtain releases for information when communicating about probationers and their cases. This is due to confidentiality laws that protect individuals against the release of personal information to the public. When asked to identify concerns with use of social media in probation, 39% of respondents indicated that they were most concerned with potential issues surrounding confidentiality. This was the primary concern for both probation officers and managers. Confidentiality also resonated with

responses to the question regarding potential barriers in implementing social media; probation officers most frequently suggested this was a concern.

When asked to identify potential barriers in implementation of social media, twelve responses probation officers responded that management would pose the greatest barrier. While the survey data identifies management as a potential barrier to implementation of social media, responses also suggests that management is more inclined to support social media than is perceived. This implies that there is a disconnect between management's beliefs and actions, or between management's beliefs and staff perceptions of those beliefs. Managers responded that they support the use of social media; however, only 50% of adult and senior managers indicated that they frequently use social media, compared to 58% of probation officers. These numbers are low. However, an additional 42% of adult managers and 50% of senior managers say they that use social media infrequently, meaning that 92% of adult managers and 100% of senior managers use social media to some degree. An additional 27% of probation officers indicated that they use social media infrequently, thus at least 85% of probation officers use social media in some capacity.

When asked to identify ways that probation should use social media, the top five responses were: public education; explain programs and services; gather or monitor news information; highlight PSE projects; and promote events (see Figure 6). In the survey, probation officers agreed to each of the five top responses, while senior managers and adult managers agreed with four of the five, and PSE clerks agreed with three (see Figure 6).

**Figure 6: Ways Social Media Should Be Utilized by
Lake County Adult Probation**

	Probation Officers	PSE Clerks	Adult Management	Senior Management
Promote Events	✓	✓	✓	✓
Explain Programs & Services	✓		✓	✓
Public Education	✓		✓	✓
Highlight PSE Projects	✓	✓	✓	✓
Gather/Monitor News/Information	✓	✓		

Observations:

- Probation officers’ top response was to explain programs and services
- Adult managers’ top response was to highlight public service projects
- Senior managers’ and public service clerks’ responses were spread evenly among the choices
- Top responses were all related to disseminating information to the public / stakeholders
- Top suggestions do not match with responses about perceived benefits of COG and PSE

The two areas that each group agreed upon were to promote events and highlight PSE projects. While these can be beneficial strategies to use social media, they ignore the potential use to gather information either directly or indirectly from customers. Probation officers and PSE clerks indicated that they believe social media can be used to gather or monitor information. Since both officers and clerks interact directly with probationers, it is important for them to have as much information as possible regarding their caseloads. However, these suggestions failed to mention providing a forum for customers to share information with each other or provide feedback to the department or program. By allowing others to post information, it

increases the functionality of the social media site, thus making it more beneficial to the department or program.

In addition, when respondents were asked to indicate the level of agreement with statements regarding the impact social media will have on COG and PSE using a 5-point Likert scale, managers indicated that they agree or highly agree at a higher rate to each statement, while never choosing disagree or strongly disagree (see Figure 7).

Figure 7: Percent that Agree or Strongly Agree with the Use of Social Media

Response Group	Social media's ability to improve public outreach	Social media's ability to advertise upcoming events	Staff educated on benefits of using social media	Social media is worth implementing into COG	Social media is worth implementing into PSE
Probation Officers	78%	46%	76%	25%	38%
PSE Clerks	25%	25%	50%	25%	25%
Adult Management	100%	92%	100%	83%	83%
Senior Management	50.0%	67%	83%	50%	50%

Observations:

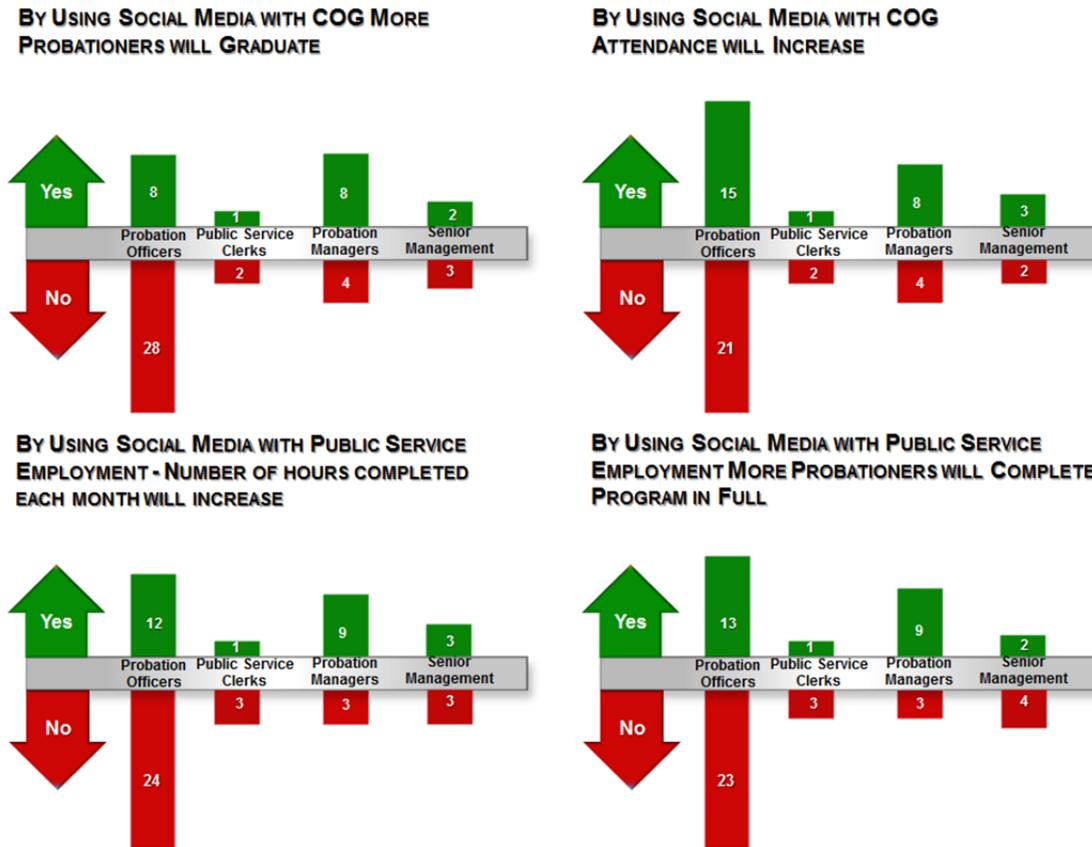
- Staff as a whole believed that social media can potentially improve the division's ability for public outreach
- Adult managers believe more so than probation officers that social media can be used effectively to advertise events

On the other hand, probation officers responded that they disagree or strongly disagree with each statement at a higher percentage than the other groups.

Managers were also more inclined to believe that social media will have a positive impact on COG and Public Service (see Figure 8). Managers may have a different view of how social media could impact probation because they consider the potential impact on all probationers, while probation officers are considering the potential impact on individuals or on their caseloads. Probation officers and PSE clerks work with a specific caseload and are expected to address the risk and needs of individual probationers, while managers are responsible for managing the department. As a result, each groups' perspective is different. This may also be an explanation as to

why probation officers indicated that management is the greatest barrier to implementing social media in probation; because probation officers believe it should be utilized differently than management, it is labeled as a barrier.

Figure 8: Perceived Impact that Social Media Has on COG and PSE



Observations:

- The majority of probation officers do not believe social media will impact COG attendance / graduation or the number of public service hours completed

Adult managers are the only group who indicated they believe social media will positively impact COG and PSE. This may be because adult managers have an in-depth understanding of the programs and are able to recognize how social media can increase access and communication to the public, while simultaneously offering ways to hold the department accountable for its programs and services. The responses from senior managers were mixed, however they do not have much interaction with

probation, and therefore may not be familiar with the programs or able to perceive the impact.

Additional concerns, barriers, and benefits were identified during the survey. Top concerns were: confidentiality, professionalism, and access issues. Confidentiality was the top concern within each of the four groups and was identified as a possible barrier as well. Top barriers were: management, resistance to change, acceptance, and education. While management was identified as the top barrier, only probation officers indicated this was a barrier. Top benefits were: availability of additional information or increased access, a new method to monitor probationers, and an additional communication tool.

Concerns with Use of Social Media within Probation:

- Probation Officers
 - Confidentiality (15)
 - Makes probation appear to be unprofessional (9)
 - Limited access (5)
- Public Service Clerks
 - Confidentiality (3)
 - Makes probation appear to be unprofessional (1)
- Adult Managers
 - Confidentiality (4)
 - Misuse (3)
 - Implementation issues (1)
- Senior Managers
 - Confidentiality (3)
 - Inaccurate information (1)
 - Lack of policies or procedures (1)
 - Makes probation appear to be unprofessional (1)

Barriers to Implementing Social Media within Probation:

- Probation Officers
 - Management (12)
 - Education limitations (9)
 - Confidentiality (5)
 - Limited access (4)
 - Staff is resistant to change (3)

- Acceptance (3)
- Courts not accepting usage (1)
- Public Service Clerks
 - Limited access (1)
 - Education limits (1)
- Adult Managers
 - Acceptance (5)
 - Limited access (2)
 - Keeping information updated (2)
 - Lack of policies (1)
 - Privacy issues (1)
- Senior Managers
 - Acceptance (3)
 - Limited access (2)
 - Keeping information updated (2)
 - Confidentiality (1)
 - Courts not accepting usage (1)
 - Inappropriate use (1)

Benefits from Using Social Media within Probation:

- Probation Officers
 - Increase in access to information (11)
 - Contacts / monitor probationers (8)
 - New communication tool (2)
- Public Service Clerks
 - Increase in access to information (1)
- Adult Managers
 - Increase in access to information (9)
 - Contacts / monitor probationers (1)
- Senior Managers
 - N/A

Interviews

In addition to conducting a survey, individuals were asked to participate in one-on-one interviews to gather specific feedback about how social media could be used, how it could be structured, and what type of impact it might have on probation (see Appendix H). A total of 14 individuals were selected to be interviewed: five public service clerks, five COG officers, two adult managers, and two senior managers. These

individuals were selected because of their involvement with PSE or COG, and all agreed to participate.

The overall reception to the use of social media was positive by all. While not everyone believed that social media has a place within probation, all recognized that there could be a positive impact, such as increased communication and increased access to information. For example, most indicated that providing additional avenues to share information with probationers and the public would be beneficial, and that if probation were to ignore social media, that they would be ignoring a cost efficient method to communicate. Again, confidentiality, issues with access, and management interference are concerns that were expressed. Senior managers also identified that there are issues with formalities and procedures that could interfere with implementation of social media usage. In addition, the issue was raised that some probationers, specifically sex offenders and others who are ordered not to use the internet, have access limitations to social media. Another concern raised was that officers and staff are not allowed to access social media sites on their work computers.

Social Media's Role within Probation

Interviewees indicated that social media could increase communication by connecting to a new audience. They also recognized that by utilizing social media, probation is able to embrace technology in use by the public with little to no cost. Interviewees expressed that eventually, social media could be developed for use as a supervision tool to monitor or verify information about probationers. Public Service Clerks indicated that having a social media site would allow them to link information to worksites and promote projects.

Social Media Structure within Probation

The consensus amongst the interviewees was that there should be a committee formed and a pilot project developed to ensure that there is a clear objective and implementation plan prior to incorporating use of social media into probation. There was a difference of opinions as to who should oversee the committee and who should have final approval over social media content. However, all interviewees indicated that those involved should have some knowledge of technology and social media. Additionally, there was discussion regarding the need for a policy to be established by administration to protect the organization and those who would use social media for probation purposes.

Forms of Social Media

Among interviewees, Facebook was overwhelmingly the most popular form of social media due to its popularity and staff's familiarity with it. Twitter was positively regarded as a mechanism to allow probation to send out quick and brief information to the public. Interviewees thought that YouTube would be a great method to post how-to videos. Other forms of social media discussed included: RSS feeds, Foursquare, LinkedIn, and blogs. There was agreement among the interviewees that eventually it would be best if probation were to use a mixture of social media formats to ensure that information is available to a greater number of individuals.

Each of these methods focus primarily on disseminating information. Facebook can be utilized to gather feedback through private messaging (similar to email) and allow users to post comments for everyone to view. Twitter users can repost messages sent by probation. However, Twitter is limited in gathering feedback or notifying

probation of new messages. YouTube allows users to post comments below the video, although this might not be the best method to gather feedback because it is tedious.

Perceived Benefits

When asked to identify perceived benefits that social media will provide, interviewees stated that it would open up or increase communication between the department and its stakeholders. They suggested that social media provides probation with an opportunity to provide more information in a new format. It also allows for information to be kept more accurately and timely since information would be maintained by probation staff and not Judicial Information Services. Probation Officers felt that it would be useful to verify probationers' activities and that social media could eventually be used to gather questions, comments, or concerns regarding COG or PSE. Interviewees failed to identify any benefits regarding allowing probationers or customers to post comments or questions on probation's social media sites.

Perceived Impact of COG

Interviewees agreed that more information is a good thing and that social media can provide increased information to COG participants. By using social media to post lesson material or homework, participants have access to information at any time. However, there was cause for concern raised regarding participants who do not or cannot have access to social media. Not everyone has access to social media because they either do not have a capable device, choose not to create an account, or are restricted from use of social media and/or the internet due to an underlying offense. Because of these limitations, interviewees recommended that information made available through social media or other electronic methods should also be provided elsewhere to ensure that nobody is put at a disadvantage.

Despite these concerns, interviewees noted that social media could be beneficial to increase access to program information. COG Officers also indicated that they would be able to gather feedback from past participants and use this information when making changes to the program. In addition, social media could assist probation officers in incorporating COG into case plans, by requiring probationers to access the COG social media site to review lessons related to a life event. For example, if a probationer is going to be interviewing for a job, a probation officer could send a link with information from the COG lesson on “Preparing for a Stressful Conversation.” By having this resource available, probation officers may be more inclined to use COG lessons with probationers even after they have completed the program.

Perceived Impact on PSE

Again, interviewees indicated that more information is always good, and that the same concerns with regard to use of social media for COG were also concerns with regard to its use with PSE. Clerks noted that there may be a greater impact on younger clients because they are more inclined to use social media. Senior managers suggested that by offering information about projects or opportunities to complete public service hours that it should limit the number of excuses made for not completing hours. Finally, interviewees suggested that mass-text software could have the same impact on the program and take less time to create since cell phone numbers are already maintained in the department’s database.

Perceived Barriers

During the interview process, it appeared that those interviewed had a positive attitude towards social media usage in probation. When asked about potential barriers to implementing social media, the three biggest barriers noted are: achieving staff buy-

in, developing a policy, and confidentiality. Staff buy-in was mentioned during each interview, but in different context. For example, management observed that staff buy-in required policymaker agreement, while probation officers suggested that staff buy-in required management and line-staff to share the same purpose for social media use. Everyone agreed that social media would not be useful without a policy that identifies the purpose for social media use. For example, concerns were raised regarding the potential for staff to use social media sites for alternative purposes or the possibility that unapproved material would be posted. Confidentiality is a third concern that was raised during the survey. Interviewees noted that there were potential issues with confidentiality of staff, and with stakeholders; for instance With regard to the personal information recorded and who would access to this information. An example brought up in several interviews was whether probation would identify who was on probation by asking or requiring probationers to “follow” the department’s social media profile. A second example asked whether department posts about groups and programs that identify officers would connect to officers’ personal profiles, thus making it easier for probationers to find out personal information about probation officers. The interviewees observed that these concerns must be addressed prior to creation of a pilot project, but didn’t think the concerns would prevent probation from implementing social media or enjoying its benefits.

A final barrier raised is limited access to information. As noted above, some probationer’s may have limited social media access due to lack of physical access or restrictions resulting from an offense. COG officers indicated that COG information is already available in the office. This information can be passed out to individuals who are unable to access social media sites. Currently, there are no social media sites utilized

by Lake County APS. Once social media use is implemented, current methods of informing probationers about programs or services will continue; as a result, social media should be viewed as an enhancement, not a replacement, for communicating with probationers and customers.

Conclusions and Recommendations

The information gathered through surveying and interviewing stakeholders provided information about overall perception of utilizing social media within the Nineteenth Judicial Circuit's Division of Adult Probation Services.

Conclusion 1: Social media should be implemented within Adult Probation Services as a tool to disseminate information.

In the survey, respondents indicated that they support using social media to disseminate information to customers. When asked to identify ways to utilize social media, they indicated it should be used for public education, explanation of services, PSE projects, and to promote events. Respondents also indicated that they would like to see social media used to monitor probationers, however when interviewed, interviewees indicated that social media would be easier to implement if it is first used to disseminate information. After use of social media within probation gains acceptance, it could be used to gather information.

Recommendation 1.1: Implement SMAART Action Plan

The Nineteenth Judicial Circuit Court is dedicated to performance management and has developed the SMAART (Specific, Measurable, Aggressive, Achievable, Relevant, and Time-Sensitive) Performance Management Program ("Performance Management," 2012). This program provides staff with an Action Plan Template (see

Appendix I) that connects a project to the organization's vision and mission statements, as well as the division's goal. It also identifies areas the project will impact and establishes a work plan. In addition to connecting the project to the strategic plan, the action plan assists staff with developing a SWOT analysis and ways to measure impact to the organization (see Appendix J).

Following this plan to implement social media will accomplish two things. First, it complies with current protocol of the Nineteenth Judicial Circuit; this will assist in gaining buy-in from management. Secondly, it provides those involved with a guide for development, implementation, and review of social media use within APS and its programs.

Conclusion 2: Confidentiality of staff and customers is a concern.

Respondents indicated concern with the potential breach in confidentiality by using social media. They indicated that probationers who choose to "follow" or "like" probation's social media sites could be identified as being on probation and unfairly targeted. They also stated that due to the openness of social media, probationers may be reluctant to use social media sites for fear that probation, the courts, or the government may begin to monitor their profiles, thus making the social media site ineffective due to lack of use. Confidentiality is a familiar issue for probation since APS obtains a great deal of personal information when conducting casework. Officers are required to obtain releases to gather or share personal information. In addition, there are safeguards established to prevent personal information from entering into public records. The primary concern is that through use social media, information could be shared inadvertently with the public.

Recommendation 2.1: Policies and procedures need to be developed to clarify the intent of social media use and provide structure to prevent confidentiality issues.

In the SMAART Action Plan, step three indicates that the committee, senior managers, and members of the judiciary will work together to develop a social media policy and procedures regarding its intent. This will take place within 90 days of the project commencing. Current policies and procedures will be referenced to ensure that format and content are similar, and that there is no conflict with existing policies.

Recommendation 2.2: The Nineteenth Judicial Circuit Court needs to update its Electronic Communication Policy to include use of social media.

The Nineteenth Judicial Circuit Court currently has an Electronic Communications Policy that each employee is required to read and sign (see Appendix K). This policy should be updated to include use of social media to protect the organization and staff from inappropriate usage. In addition, step four of the SMAART Action Plan provides that the committee, senior managers, and members of the judiciary will work with the division of Judicial Information Services to update the policy within 90 days of the project commencing.

Conclusion 3: APS may not be able to increase attendance in COG or ensure additional PSE hours are completed simply by implementing a social media site.

In the survey, respondents were asked if they agreed that social media could increase the amount of public service hours completed each month and in full, as well as whether social media could increase attendance and graduation rates in COG. The results indicated that overall, there is a perception that social media will not increase these numbers. However, if examined closely, Adult Managers indicated that social media could have such an impact on PSE and COG. Senior Managers believed that

COG attendance would improve; they and were split regarding whether more public service hours would be completed each month. The difference in opinion regarding how social media can impact COG and PSE may be due to differences in job responsibilities between management and probation officers. Management is responsible for managing the department and overseeing the officers, leading to a more global point of view; these study participants acknowledge the potential benefits that social media can add. In contrast, probation officers and PSE clerks focus on supervising caseloads and must take into account needs of specific probationers; as a result, these study participants were less likely to acknowledge the potential benefits offered by social media.

Recommendation 3.1: Educate and promote to officers / staff how to use social media sites.

In order to gain acceptance from staff and increase the likelihood that social media can positively impact programs, staff training needs to be conducted. In step five of the SMAART Action Plan, provisions are made to train staff on how to utilize social media to find information about COG or PSE and how to encourage probationers to use it on their own. Training should be conducted in a one to two hour session in the Lake County computer lab to allow staff to navigate through the sites while potential benefits are demonstrated. Nine sessions should be offered to accommodate each of the nine units. Both managers and line staff should participate in training so that all members of APS receive the same information and become familiar with social media sites and their use.

Recommendation 3.2: Educate and promote to probationers how to use social media sites during the intake process or during the initial group meeting.

Once staff is trained regarding use of social media sites, they will need to pass this knowledge on to probationers. This can be accomplished by introducing the sites to probationers while completing the initial interview, which each probationer is, required to complete. The officer can provide links and a general summary of what type of information each site contains. In addition, public service clerks can review sites when completing the public service intake for each person assigned to public service. COG officers can provide probationers with the links to sites when they review the program's contract during the first group session and list sites on each lesson that is provided to the group. This should not require a significant additional commitment on behalf of the officers or the clerks since probationers are already required to meet with the officers or clerks for program intake. In addition, an overview of social media sites can easily be incorporated into current materials.

Conclusion 4: Social media can provide customers with greater access to information about probation and its programs.

While not every person has a social media profile, and some individuals are restricted from using the internet due to the nature of their offenses, there is a great number of people who do use social media to communicate and obtain information. By entering into the world of social media, probation can connect with a group of individuals who they may not have been able to connect with in the past. By increasing access to information, more probationers will be informed, which in turn encourages greater compliance, be it with COG, public service, or with probation in general.

In addition to providing information in a new format, social media can positively impact current methods of communication. While conducting interviews, several interviewees suggested that the Court's website is not accurate and that the process to update information is slow due to a requirement that information pass through several levels of the organization before reaching the webmaster who oversees all content. During this lengthy process, information is sometimes misinterpreted due to the many hands the information passes through. While expediting the process with which information is posted on the website may solve this problem, so can social media. Information included on social media sites can be updated quickly and from many platforms; computers, tablets, or smartphones. In addition the information can be linked to the Court's website without delay.

Recommendation 4.1: Develop a pilot project using social media to provide information about upcoming projects and opportunities to complete public service hours.

When surveyed, public service clerks indicated disbelief that social media would increase the amount of public service hours completed each month or overall. When interviewed, several clerks noted that by providing information via social media, probationers would go to the wrong worksites. They expressed concern that worksites with restrictions as to what type of offense a person can have would be inundated with individuals who are unable to work there, thus creating additional work for the public service unit. At the same time, each public service clerk expressed an interest in exploring the use of social media to some degree, observing that clients and worksites have asked for links so that they can provide a better understanding of what is available and what is required for specific worksites. The SMAART Action Plan addresses this

concern. It requires that the committee identify the purposes for which social media will be used as well as how to develop social media for this use. Public service clerks should be a part of the planning phase and asked to participate in on the committee to ensure that their concerns are heard and addressed.

Recommendation 4.2: Develop a pilot project using social media to provide program material, homework, and lesson plans to participants in the COG program.

During the interview process, COG officers identified some concern that by providing lesson material via social media, probationers would be more likely to skip group sessions, thus decreasing the chances that attendance and graduation rates would increase. At the same time, officers indicated that while attendance and graduation rates may not be impacted, the quality of graduates may increase, thus positively impacting the recidivism rate. To assess these impacts, additional study is necessary. A pilot program should be established to measures these potential impacts through a research design that uses pre and posttests, along with a control group. The specific research design should be determined by the Nineteenth Judicial Circuit's social media committee in coordination with the Research Analyst. The Research Analyst is a valuable member of this project because he has previously conducted COG studies and it familiar with the program. The SMAART Action Plan takes this recommendation into account in step seven, which requires that the committee work with the Research Analyst to update current surveys to measure the impact of social media on APS.

References

- 2011 CCPIO new media survey. (n.d.). *ccpio.org*. Retrieved August 1, 2012, from www.ccpio.org/wp-content/uploads/2012/02/2011-ccpio-report.pdf
- 2012 CCPIO new media survey. (n.d.). *ccpio.org*. Retrieved August 14, 2012, from www.ccpio.org/wp-content/uploads/2012/08/CCOIO-2012-New-Media-ReportFINAL.pdf
- 2012 Lake County employee survey administrative office of the circuit court of Lake County, Illinois. (n.d.). *19th Judicial Circuit Court*. Retrieved December 10, 2012, from www.19thcircuitcourt.state.il.us/resources/Documents/Smaart/EmployeeSurveyResults_12.pdf
- 2012 NIJ technology institute for corrections after-action report. (n.d.). *justnet.org*. Retrieved March 19, 2013, from https://www.justnet.org/pdf/2012_TIC_AFTER_ACTION_REPORT-JUSTNET.pdf
- Ahalt, A., & Puckett, D. (n.d.). Unleashing creative dispute resolution by enabling neutrals' creativity - Online. *uaf.edu*. Retrieved August 7, 2012, from www.uaf.edu/justice/adr-symposium/symposium-papers/Ahalt-Puckett-ODR-Article-ABA-Journal.pdf
- Boris, C. (n.d.). Brand building and the impact of social media. *marketingpilgrim.com*. Retrieved April 9, 2012, from <http://www.marketingpilgrim.com/2012/05/brand-building-and-the-impact-of-social-media.html>

Brown, I. (n.d.). The Changing role of probation and parole: A view to the future.

fdle.state.fl.us. Retrieved August 7, 2012, from

www.fdle.state.fl.us/Content/getdoc/dce13209-622b-49f4-8f68-7d5c7c4e3ec9/Brown-Isiah-paper.aspx

Division supporting statements of the courts mission. (n.d.). *19th Judicial Circuit Court*.

Retrieved October 3, 2012, from

http://www.19thcircuitcourt.state.il.us/Organization/Pages/mission_support.aspx

Division of adult probation services. (n.d.). *19th Judicial Circuit Court*. Retrieved October

3, 2012, from

http://www.19thcircuitcourt.state.il.us/Organization/Pages/adtprob_home.aspx

Dixon, H. H., Jr. (n.d.). Technology: Evolution of high tech courtroom. *ncsc.org*.

Retrieved August 5, 2012, from

<http://www.ncsc.org/sitecore/content/microsites/future-trends-2011/home/Technology/1-4-Evolution-of-high-tech-courtroom.aspx>

Echie, K. (n.d.). Role of a probation officer. *streetdirectory.com*. Retrieved July 20,

2012, from

http://www.streetdirectory.com/travel_guide/13715/legal_matters/role_of_a_probation_officer.html

Find a county. (n.d.). *naco.org*. Retrieved July 17, 2012, from

<http://www.naco.org/Counties/Pages/FindACounty.aspx>

Firearms survey Illinois. (n.d.). *appa-net.org*. Retrieved July 20, 2012, from

http://www.appa-net.org/eweb/Resources/Surveys/National_Firearms/IL.htm

Hisaka, A. (n.d.). The Benefits of social media for businesses. *socialmediatoday.com*.

Retrieved August 7, 2012, from

<http://socialmediatoday.com/alexhisaka/559559/benefits-social-media-businesses>

IPCSA - Illinois probation and court services association, inc.. (n.d.). *ipcsa.org*.

Retrieved October 1, 2012, from <http://www.ipcsa.org>

LSI-R - assessments.com - online testing - action plans - outcome reports. (n.d.).

assessments.com. Retrieved October 10, 2012, from

https://www.assessments.com/catalog/LSI_R.htm

Nieto, M. (n.d.). The Changing role of probation in California's criminal justice system.

library.ca.gov. Retrieved August 2, 2012, from

www.library.ca.gov/crb/96/06/96006.pdf

Performance management. (n.d.). *19th Judicial Circuit Court*. Retrieved December 26,

2012, from

http://www.19thcircuitcourt.state.il.us/resources/Pages/perf_mgt.aspx

Performance measurement resource guide. (n.d.). *ncsc.org*. Retrieved March 11, 2013,

from [http://www.ncsc.org/Topics/Court-Management/Performance-](http://www.ncsc.org/Topics/Court-Management/Performance-Measurement/Resource-Guide.aspx)

[Measurement/Resource-Guide.aspx](http://www.ncsc.org/Topics/Court-Management/Performance-Measurement/Resource-Guide.aspx)

Reddick, C. (n.d.). Thank you speech, American probation & parole association.

gwcinc.com. Retrieved August 7, 2012, from

http://www.gwcinc.com/C_Reddick/APPASpeech.htm

Report on Trends in the State Courts, 1999-2000 edition. (n.d.). *contentdm.oclc*.

Retrieved August 2, 2012, from

<http://cdm16501.contentdm.oclc.org/cdm/ref/collection/ctadmin/id/432>

Schelzig, E. (n.d.). Supreme Court's Breyer says justices must adapt to facebook world.

cnsnews.com. Retrieved August 7, 2012, from

<http://cnsnews.com/news/article/supreme-court-s-breyer-says-justices-must-adapt-facebook-world>

Slater, D. (n.d.). Need to measure social media and don't know where to begin? Start

here. - Pure Performance Communications. *pureperformancecomm.com*.

Retrieved July 17, 2012, from <http://www.pureperformancecomm.com/social-media/need-to-measure-social-media-and-dont-know-where-to-begin-start-here/>

Sullivan, D., & Tifft, L. (2006). *Handbook of restorative justice: a global perspective*.

London: Routledge.

Suskin, L. (n.d.). A case study: Reengineering Utah's courts through the lens of the

principles for judicial administration. *ncsc.org*. Retrieved August 6, 2012, from

<http://ncsc.contentdm.oclc.org/cdm/ref/collection/ctadmin/id/1862>

Technology timeline. (n.d.). *pbs.org*. Retrieved October 10, 2012, from

http://www.pbs.org/wgbh/amex/telephone/timeline/timeline_text.html

The benefits of social media for businesses. (n.d.). *socialmediatoday.com*. Retrieved

August 7, 2012, from <http://socialmediatoday.com/alexhisaka/559559/benefits-social-media-businesses>

Thinking for a change. (n.d.). *nicic.gov*. Retrieved October 10, 2012, from

<http://nicic.gov/t4c>

Verborg, R. (n.d.). Preliminary findings of the Lake County adult probation department's cognitive outreach groups. *19th Judicial Circuit Court*. Retrieved December 10, 2012, from www.19thcircuitcourt.state.il.us/resources/Documents/Smaart/Study-AdtProbCOG_061708.pdf

Ward, S. (n.d.). Social media definition - what is social media. *sbinfocanada.about.com*. Retrieved February 14, 2013, from <http://sbinfocanada.about.com/od/socialmedia/g/socialmedia.htm>

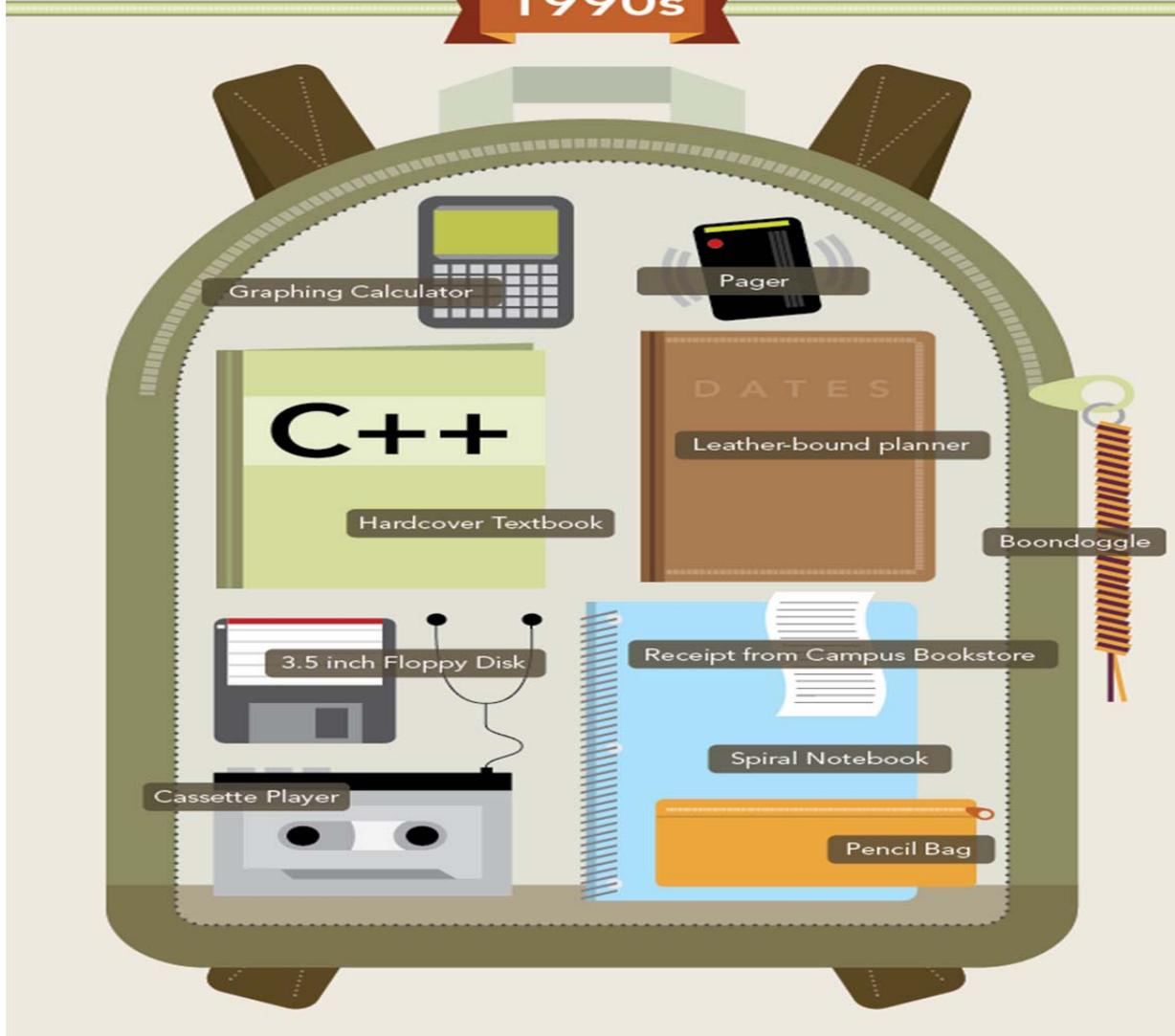
Appendix A: Backpack Evolution



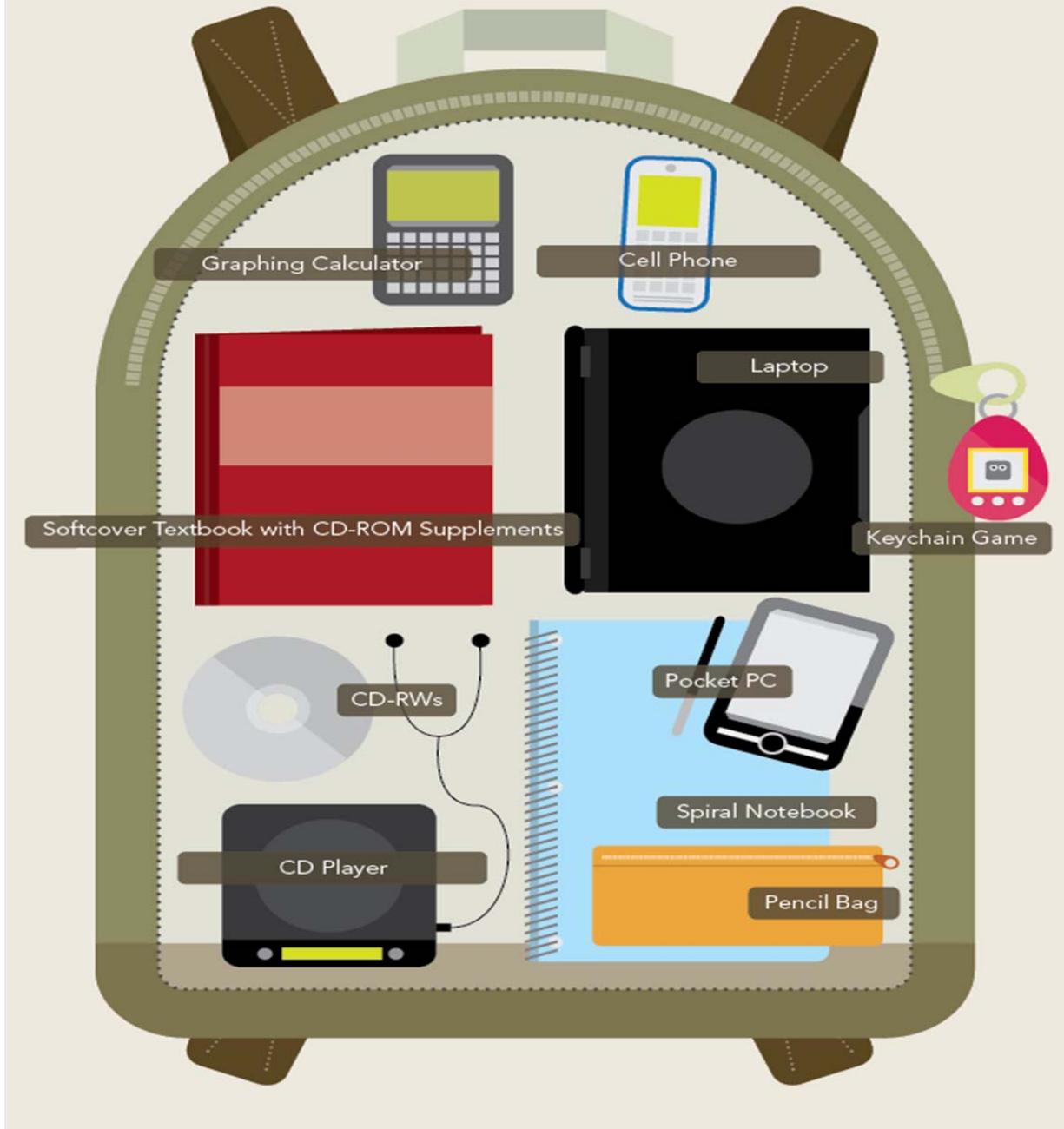
BACKPACK EVOLUTION: HOW TECHNOLOGY CHANGED BACKPACK ESSENTIALS

While ancient philosophy, calculus, and English literature may not have changed much for college students in the past two decades, technology is a different story. The tools of learning, socializing, and surviving college life have evolved drastically over the years, as can be witnessed by what is found in the average student's backpack.

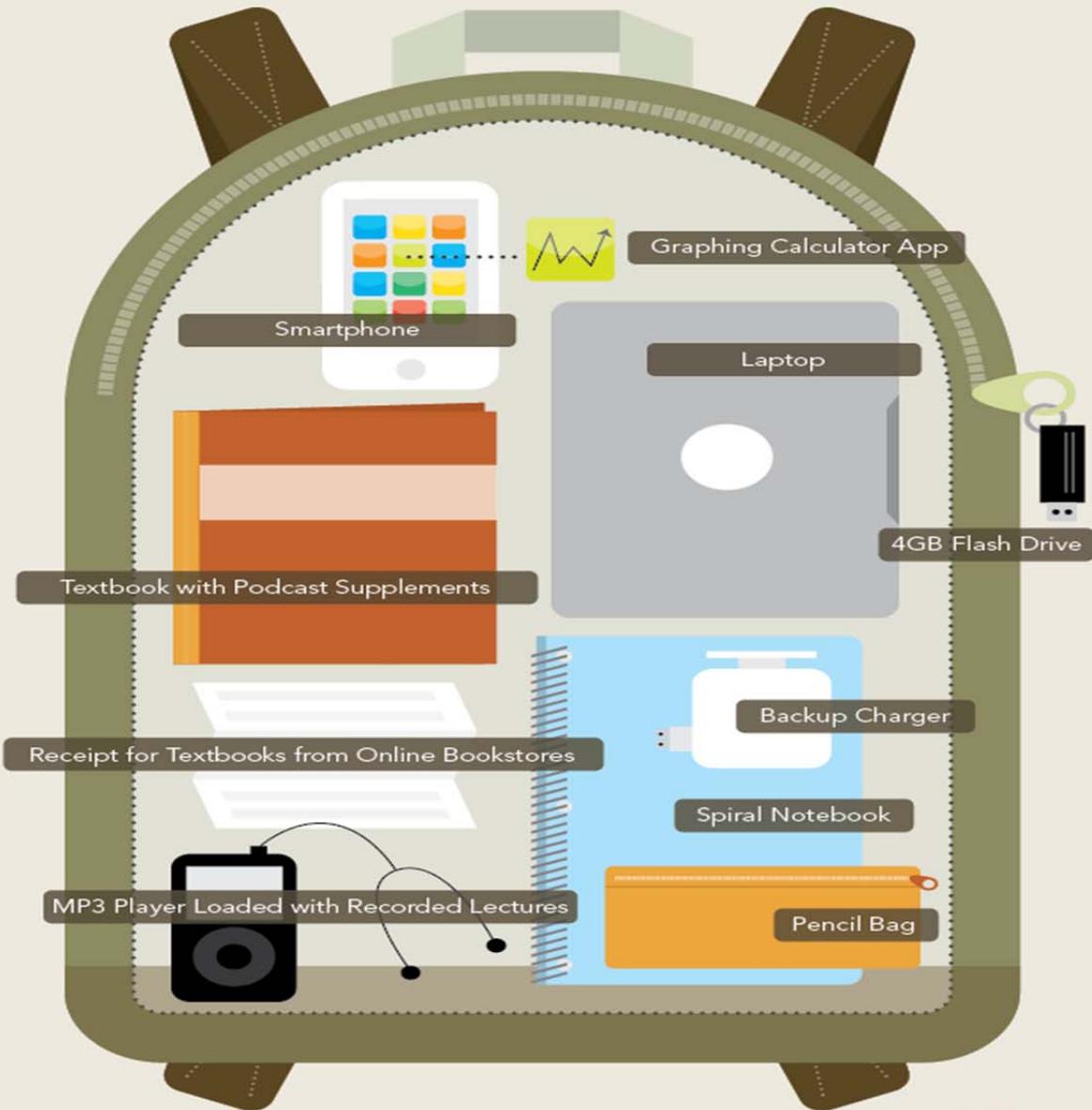
1990s



2000s



TODAY



Appendix B: Lake County Request to Conduct Research

ADMINISTRATIVE OFFICE OF THE NINETEENTH JUDICIAL CIRCUIT COURT
OF LAKE COUNTY, ILLINOIS

Research Activities Policy
Appendix A

REQUEST TO CONDUCT RESEARCH IN THE 19th JUDICIAL CIRCUIT COURT

12/13/2010

REQUEST TO CONDUCT RESEARCH IN THE 19th JUDICIAL CIRCUIT COURT

DIVISION OF Adult Probation Services

COVER SHEET

1. Preliminary Project Title: Impact of Social Media on Probation

2. Name of Person Making Request: Robert A Zastany Jr, CCE

Organizational Affiliation: 19th Judicial Circuit Court, Adult Probation Services

Contact Information:

Address: 215 W. Water St
Waukegan, IL 60085

Phone: 847.377.3614

Fax: _____

Email: rzastanyjr@lakecountyil.gov

3. Name of Principal Researcher: Robert A Zastany Jr, CCE

Organizational Affiliation: Institute for Court Management

Contact Information:

Address: 300 Newport Ave
Williamsburg, VA 23185

Phone: 800.616.6164

Fax: _____

Email: _____

4. Purpose of Project (Brief Summary):
This project is part of the Institute for Court Management's (ICM) Fellow's Program, which requires participants to complete a Court-related research project. This project was chosen during the 3-week residency phase in June 2012 and its purpose is to identify what impact social media will have on Adult Probation Services while making suggestions for future use and implementation.

5. Anticipated Research Dates: 11/12/2012 05/10/2013

REQUEST TO CONDUCT RESEARCH IN THE 19th JUDICIAL CIRCUIT COURT

DIVISION OF Adult Probation Services

POLICY COMPLIANCE AGREEMENT

For the Principal Researcher:

I have reviewed the policy governing research activities in the Nineteenth Judicial Circuit Court of Lake County, Illinois and agree to abide by the procedures as outlined in this document in conducting the proposed research project and in distributing research findings. I also agree to comply with the research conditions as cited by the Senior Management Team and the Director of the Division of Adult Probation Services.

I will also comply with all State of Illinois and federal laws and all Nineteenth Judicial Circuit policies and procedures pertinent to conducting the proposed research.

Name: Robert A Zastany Jr, CCE

Signature: Robert A Zastany Jr, CCE

Digitally signed by Robert A. Zastany Jr, CCE
DN: cn=Robert A. Zastany Jr, CCE, o=19th Judicial Circuit Court, ou=Adult Probation, email=zastanyjr@lakecountyil.gov, c=US
Date: 2012.11.05 10:22:50 -0600

Date: 11/05/2012

For the Research Advisor (Student Submissions ONLY):

I have reviewed the policy governing research activities in the Nineteenth Judicial Circuit Court of Lake County, Illinois. My signature below indicates that I have reviewed my student's research proposal and agree that it meets all requirements as stated by the Nineteenth Judicial Circuit and stands as a quality research proposal representative of this college/university.

Name: N/A

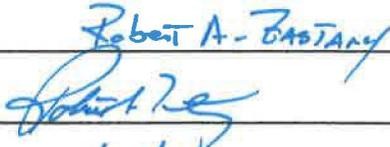
Signature: _____

Date: _____

For the Employee's Supervisor (Nineteenth Judicial Circuit Staff Submissions ONLY):

I have reviewed this proposal and approve this research study. This employee has agreed that this research project will not conflict with his/her scheduled work hours (or has agreed to modify his/her work hours to accommodate the needs of this research project) and that he/she will reimburse the Nineteenth Judicial Circuit for any costs incurred to the organization as related to this research project. This research project is for academic credit only and is not intended for personal financial gain of the employee.

Supervisor's Name: Robert A. ZASTANY

Signature: 

Date: 11/7/12

REQUEST TO CONDUCT RESEARCH IN THE 19th JUDICIAL CIRCUIT COURT

DIVISION OF Adult Probation Services

PURPOSE OF THE PROJECT

1. Project Intent:

The intent of this project is to examine what impact social media will have on probation. Due to limited time frames, a pilot project is not an option. Therefore, it is my intent to survey employees of Adult Probation Services (Clerks, Officers, Managers) along with the Senior Level Management Team to identify what perceptions exist with regards to social media and its potential use within probation, more specifically the Public Service Employment program and COG. Using this information, along with my external research, I will be able to identify what impact social media will have on probation, while offering suggestions to management on ways to implement social media and potential uses outside of PSE or COG.

2. Statement of Issue to be Addressed:

Social media is being used within society, both in the form of personal communication and professional networking. Currently Adult Probation Services do not use social media in any fashion, despite other departments across Illinois and the USA already using social media for various purposes. Instead of blindly creating a social media profile and learning as we go, this project will examine current perceptions, and identify what impact social media can have on probation.

3. Goals and Objectives:

The goal of this project is to identify what perceptions exist regarding the use of social media within probation, propose potential use for social media within probation, and to create measures to ensure that any endeavour into the use of social media can be monitored and proven to be effective and aligned with divisional goals outlined in the strategic plan.

4. Expected Benefits:

I expect that through this research, that I will be able to identify ways that Adult Probation Services can utilize social media to disseminate information to probationers and providing information to the public, while directing the users back to the Circuit Court's website or the Office Adult Probation Services. An indirect benefit would be an increase in attendance and graduation within COG, which using the data in the current COG study, would suggest with more graduates there would be more probationers who stay crime free - thus reducing the recidivism rate among probationers. Also, by using social media to inform probationers of public service projects, there would be additional hours completed, thus ensuring more probationers complete their court orders and successfully complete probation.

REQUEST TO CONDUCT RESEARCH IN THE 19th JUDICIAL CIRCUIT COURT

DIVISION OF Adult Probation Services

PROJECT BACKGROUND

1. Literature Review:

The literature review focuses on four areas: the role of probation, technology in the courts/probation, benefits of social media, and current use of social media in probation and the courts. It examines how technology has impacted society, business, and probation, while identifying how social media has been utilized in the public and private sectors. In connecting technology and social media to probation, the literature review also identifies the role of probation and how it has been impacted by social media.

In the literature review, I show how other Courts / Probation departments are currently using social media to assist in their operations. Examples include, the New Jersey Courts who use Facebook to provide basic information along with upcoming events while directing the user to their traditional website; IPCSA who developed a Facebook page to gain attention to more probation officers and college students, however have found that it is easier and quicker to post information regarding training or upcoming events on their site rather than the traditional page because there were less people involved; Kansas Probation who have used Skype to communicate with probationers who live far away, they also are looking at Facebook and Twitter to get information out to probationers in a quicker fashion. Examples also show both the US and Illinois Supreme Court using Twitter to post links to decisions, trainings, speaking events and basic information related to their operations. These examples are ways social media is currently being utilized.

2. Citation List:

19th Judicial Circuit Court website
National Center for State Courts website
IPCSA website
APPA website
NIJ website
NIC website
http://www.gwcinc.com/C_Reddick/APPASpeech.htm
<http://www.fdle.state.fl.us/Content/getdoc/dce13209-622b-49f4-8f68-7d5c7c4e3ec9/Brown-Isiah-paper.aspx>
<http://www.library.ca.gov/crb/96/06/96006.pdf>
http://19thcircuitcourt.state.il.us/Organization/Pages/adtprob_home.aspx
http://www.streetdirectory.com/travel_guide/13715/legal_matters/role_of_a_probation_officer.html
http://www.appa-net.org/eweb/Resources/Surveys/National_Firearms/IL.htm
https://www.assessments.com/catalog/LSI_R.htm
<http://nicic.gov/t4c>
<http://www.uaf.edu/justice/adr-symposium/symposium-papers/Ahalt-Puckett-ODR-Article-ABA-Journal.pdf>
http://www.pbs.org/wgbh/amex/telephone/timeline/timeline_text.html
http://www.ncsconline.org/WC/Publications/KIS_CtFutu_Trends08.pdf
<http://ncsc.contentdm.oclc.org/cgi-bin/showfile.exe?CISOROOT=/ctadmin&CISOPTR=1862>
<http://www.ncsc.org/sitecore/content/microsites/future-trends-2011/home/Technology/1-4-Evolution-of-high-tech-courtroom.aspx>
<http://contentdm.ncsconline.org/cgi-bin/showfile.exe?CISOROOT=/ctadmin&CISOPTR=432>
<http://socialmediatoday.com/alexhisaka/559559/benefits-social-media-businesses>
<http://www.marketingpilgrim.com/2012/05/brand-building-and-the-impact-of-social-media.html>
<http://19thcc.lakeco.org/Organization/Pages/mission.aspx>
<http://www.ipcsa.org>
<http://ccpio.org/wp-content/uploads/2012/02/2011-ccpio-report.pdf>
<http://ccpio.org/wp-content/uploads/2012/08/CCOIO-2012-New-Media-ReportFINAL.pdf>

REQUEST TO CONDUCT RESEARCH IN THE 19th JUDICIAL CIRCUIT COURT

DIVISION OF Adult Probation Services

RESEARCH METHODS

1. Sampling Strategy:

I plan on surveying all Adult Probation Services staff and Senior Level Managers. I plan on interviewing five PSE Clerks, five COG facilitators, along with two Unit Managers, two Assistant Directors, and two members of the Senior Level Management Team for specific feedback.

2. Data Collection:

I plan on distributing a survey (see attached) to all Adult Probation Services staff - including Clerks, Officers, and managers. Also, Senior Level Managers would be included in this survey. I would like to begin this survey on Monday November 12, 2012 and leave open until Friday November 30, 2012. I intend on using Survey Monkey to collect survey results.

In addition to the survey, I plan on conducting brief 15-20 minute interviews with staff from PSE, COG, Management and Senior Management in order to get specific feedback about using social media within probation.

3. Data Analysis:

I intend on using the data collected and working with my advisor, Matthew Kleiman with the National Center for State Courts in identifying what impact social media can have on probation.

REQUEST TO CONDUCT RESEARCH IN THE 19th JUDICIAL CIRCUIT COURT

DIVISION OF Adult Probation Services

RESEARCH ADMINISTRATION

1. Vita of Principal Researcher: (attach)

2. Ethical and Professional Standards:

Justice Research & Statics Association: CODE OF ETHICS

ALSO

APPA Code of Ethics: (http://www.appa-net.org/eweb/DynamicPage.aspx?WebCode=IA_CodeEthics)

I will cooperate with my co-workers and related agencies and will continually strive to improve my ■

3. Protection of Human Subjects:

No unique identifiers will be used when collecting or reporting data.

4. Provisions for Confidentiality:

Survey will be distributed through Survey Monkey and will not require participants to list any unique identifiers.
Interview participants will be strictly voluntary.

5. Obtaining Informed Consent:

E-mail will accompany survey explaining the intent of the project. Verbal consent will be requested for all participants in the interviews.

REQUEST TO CONDUCT RESEARCH IN THE 19th JUDICIAL CIRCUIT COURT

DIVISION OF Adult Probation Services

6. Project Timeline:

I have been working on this project since June 2012. I intend on gathering all data by December 1, 2012, than use the month of December analyzing the data and preparing my recommendations. The project will conclude in May 2013.

7. Resource Needs:

Time; 10 minutes per respondent for the survey, 15-20 minutes per interviewee.

Computer / E-mail / Internet; I intend on sending E-mail requests and reminders, participants will need to access the link to the survey using Survey Monkey.

**ADMINISTRATIVE OFFICE OF THE NINETEENTH JUDICIAL CIRCUIT COURT
OF LAKE COUNTY, ILLINOIS**

CONFIDENTIALITY AGREEMENT

Individuals conducting research at the 19th Judicial Circuit have an ethical and a legal obligation to keep confidential all information received from and/or about persons with whom the 19th Judicial Circuit is currently and/or was previously involved or otherwise has knowledge. All Principal Researchers (including student researchers) and Research Assistants are therefore required to sign this Confidentiality Agreement. Unauthorized disclosure of confidential information by such individuals could result in a fine and/or imprisonment and/or civil liabilities as prescribed by law as well as termination of the current and /or future research activities.

I hereby agree that I shall abide by this assurance of confidentiality and acknowledge and comply with the following stipulations:

1. I understand and support the 19th Judicial Circuit's firm commitment to the principle of confidentiality of case information.
2. I understand for the purposes of all 19th Judicial Circuit policies on confidentiality that researchers shall be defined as all current and former researchers.
3. I agree to keep confidential all information contained in the 19th Judicial Circuit records and shall only disclose such information as allowed by law or by 19th Judicial Circuit policy.
4. I shall safeguard from unauthorized disclosure all information retrieved from the 19th Judicial Circuit and/or 19th Judicial Circuit computers as well as any assigned password(s) used to gain access to any database.
5. I agree to consult with my 19th Judicial Circuit Research Liaison prior to disclosure if there is any question concerning the authority to release specific confidential information.
6. I understand that violation of the privacy rights of individuals through unauthorized discussion, disclosure, dissemination, or access to personal information could subject me to early termination of any research project as well as civil and/or criminal penalties.
7. I understand that possessing personal notes, records, duplicate files, or any information received from and/or about persons currently or previously involved with the 19th Judicial Circuit is prohibited and that case information is to be recorded in appropriate 19th Judicial Circuit records per 19th Judicial Circuit policy.
8. I understand that all information received from and/or about persons currently or previously involved with the 19th Judicial Circuit is the property of the 19th Judicial Circuit and that any such information will be relinquished to the 19th Judicial Circuit upon the completion of my research. De-identified data is to be destroyed or deleted upon conclusion of the research project.

Robert A Zastany Jr, CCE

PRINTED NAME

Robert A Zastany Jr, CCE

Digitally signed by Robert A Zastany Jr, CCE
DN: cn=Robert A Zastany Jr, CCE, o=19th Judicial Circuit Court,
ou=Adult Probation, email=rzastanyr@lakecountyil.gov, c=US
Date: 2012.11.05 10:23:28 -0600

11/05/2012

SIGNATURE

DATE

WITNESS

DATE

Appendix C: Lake County Approval to Conduct Research

Appendix B

INDEPENDENT RESEARCH RECOMMENDATION 19th JUDICIAL CIRCUIT COURT

11/5/2010

INDEPENDENT RESEARCH RECOMMENDATION FORM
19th JUDICIAL CIRCUIT COURT
DIVISION OF ADULT PROBATION

13. Recommended Additional Conditions applied to Research Proposal:

14. Management Team Review:

Director	Division	Recommend For Approval		Signature	Date Reviewed	Comments
		Yes	No			
Marci Jumisko	Administrative Services	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<i>Marci Jumisko</i>	11/6/12	
Rose Gray	Adult Probation Services	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<i>Rose Gray</i>	11-6-12	
Winnie Webber	Judicial Information & Technology	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<i>Winnie L. Webber</i>	11/6/12	
Rich Krause	Judicial Operations	<input type="checkbox"/>	<input type="checkbox"/>			
Robert Cesar	Juvenile Probation & Detention	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<i>Robert Cesar</i>	11/6/12	
Dena Traylor	Psychological Services	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<i>Dena Traylor</i>	11/6/12	
Robert Zastany	Executive Director	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<i>Robert Zastany</i>	11/6/12	

15. Senior Management Team's Decision: Reject Proposal at this time
 Return to Principle Researcher for Revision
 Forward to Chief Judge for Final Approval

CHIEF JUDGE'S REVIEW:

16. Additional Concerns Regarding Research Proposal:

17. Additional Conditions Applied to Research Proposal:

16. Chief Judge's Decision: Reject Proposal at this time
 Return to Principle Researcher for Revision
 Approval of Proposed Research

INDEPENDENT RESEARCH RECOMMENDATION FORM
19th JUDICIAL CIRCUIT COURT
DIVISION OF ADULT PROBATION

18. Approval of Proposed Research Expires 6 / 1 / 12

19. Chief Judge's Signature / Date: *Fred Foreman* 11-7-12

EXPEDITED REVIEW:

1. Reason for Expedited Review:
 IRB Approval Expired (Date) _____; New IRB Approved (Date) _____

Project Previously Approved _____; Project Temporarily Suspended _____

Reason for Temporary Suspension: _____

Project Previously Approved _____; Project Implementation Delayed _____

Reason for Delay: _____

Other (specify) _____

2. Management Team Review:

Director	Division	Recommend For Approval		Signature	Date Reviewed	Comments
		Yes	No			
Marci Jumisko	Administrative Services	<input type="checkbox"/>	<input type="checkbox"/>			
Rose Gray	Adult Probation Services	<input type="checkbox"/>	<input type="checkbox"/>			
Winnie Webber	Judicial Information & Technology	<input type="checkbox"/>	<input type="checkbox"/>			
Rich Krause	Judicial Operations	<input type="checkbox"/>	<input type="checkbox"/>			
Robert Cesar	Juvenile Probation & Detention	<input type="checkbox"/>	<input type="checkbox"/>			
Dena Traylor	Psychological Services	<input type="checkbox"/>	<input type="checkbox"/>			
Robert Zastany	Executive Director	<input type="checkbox"/>	<input type="checkbox"/>			

3. Concerns regarding Research Proposal:

4. Recommended Additional Conditions applied to Research Proposal:

Appendix D: Social Media Survey

DESCRIBE YOURSELF

1 Which best describes you: (Check one)

- PROBATION OFFICER (PO)
- CLERK / SUPPORT STAFF (CLK)
- MANAGEMENT (MNG)
- SENIOR MANAGEMENT (SRM)

2. Years of service in the field is: (Check one)

- Less than 1 year (1)
- 1-5 years (2)
- 6-19 years (3)
- 20+ years (4)

3. Your current ages is: (Check one)

- Less than 30 (1)
- 31 - 45 (2)
- 46 - 59 (3)
- 60 and above (4)

USE OF SOCIAL MEDIA

Social Media

Social media profile sites. For the purposes of this survey, social media are forms of electronic communication through which users create online communities to share information, ideas, personal messages, and other content. Common examples include Facebook, Twitter and YouTube.

Keeping this definition in mind, please answer the following questions about social media profile sites.

4. I use social media profile sites: (Check one)

- Never (1)
- Infrequently (2)
- Frequently (3)

4a. What is the primary reason you **do not** use social media profile sites? (Check all that apply)

- Privacy concerns (1)
- Ethical concerns (2)
- Technical limitations (3)
- Limited usefulness (4)
- Other; please specify: (5)_____

4b. I utilize the following social media sites: (Check all that apply)

- Facebook (1)
- Twitter (2)
- YouTube (3)
- Other; please specify: (4)_____

4c. Do you utilize these sites for professional purposes?

- Yes (1)
- No (2)

5. I believe that Adult Probation Services should make use of social media sites to disseminate information to probationers. (Check one)

- Yes (1)
- No (2)
- Don't Know (3)

6. In what ways do you think Adult Probation Services should utilize social media? (Check all that apply)

- To promote events (Eve)
- For public education (PubEd)
- To highlight public service projects (Activi)
- To explain programs and/or services (Exp)
- For internal communications (Comms)
- For media relations (Media)
- To drive traffic to main website (WebTraf)
- To gather and monitor news and information (News)
- They should not utilize social media at this time (No)
- Other; please specify: (Oth)_____

PLEASE RATE YOUR AGREEMENT/DISAGREEMENT WITH THE FOLLOWING STATEMENTS

7. It is essential that probation employees are educated about social media technologies so they can make the most use of the technologies to perform their job duties and improve services to probationers.

- Strongly agree (1)
- Agree (2)
- Neutral (3)
- Disagree (4)
- Strongly disagree (5)

8. Probation as an organization can maintain social media profile sites without compromising professional code of ethics.

- Strongly agree (1)
- Agree (2)
- Neutral (3)
- Disagree (4)
- Strongly disagree (5)

9. Social media can improve Adult Probation Services ability for public outreach.

- Strongly agree (1)
- Agree (2)
- Neutral (3)
- Disagree (4)

Strongly disagree (5)

10. Social media should be used to advertise upcoming events such (eg: Public Service Special Projects).

Strongly agree (1)

Agree (2)

Neutral (3)

Disagree (4)

Strongly disagree (5)

11. Social media should be used to provide information regarding programs such as COG.

Strongly agree (1)

Agree (2)

Neutral (3)

Disagree (4)

Strongly disagree (5)

12. Social media is worth implementing into COG.

Strongly agree (1)

Agree (2)

Neutral (3)

Disagree (4)

Strongly disagree (5)

13. Social media is worth implementing into PSE

Strongly agree (1)

Agree (2)

Neutral (3)

Disagree (4)

Strongly disagree (5)

YES or NO

14. By using social media with COG, more probationers will graduate

YES (1)

NO (2)

15. By using social media with COG, attendance will increase

YES (1)

NO (2)

16. By using social media with PSE, the number of hours completed each month will increase

YES (1)

NO (2)

17. By using social media with PSE, more probationers will complete their public service hours in full

YES (1)

NO (2)

ADDITIONAL QUESTIONS

18. What concerns, if any, do you have about the use of social media within probation?

19. What do you think the biggest barriers will be in implementing social media within probation?

20. What other benefits do you foresee resulting from the use of social media within probation?

Thank you for answering these questions. If you have any questions, comments, or suggestions regarding my project on the value of social media within probation, please feel free to contact me:

Rob Zastany • rzastanyjr@lakecountyil.gov • office: 847.377.3614 • fax: 847.984.5794

Appendix E: Survey Email

Good (Morning / Afternoon / Evening)

As you may or may not be aware, I have been working on completing the Institute for Court Management's (ICM) Fellows Program through the National Center for State Courts (NCSC). I started the program in September 2010 by taking court management courses both on-line and in Williamsburg, VA. Since then, I have completed the first two phases of the program, becoming a Certified Court Manager (CCM) in August 2011 and then spending three weeks in Williamsburg this past June to become a Certified Court Executive (CCE). The last phase requires me to complete a court-related research project that improves how the courts operate. My project is researching and identifying the impact that social media can have on probation. Due to a limited time frame, I have decided to look at the perceived impact social media can have and identify ways it should be implemented, once a pilot project is approved.

In completing my research, I have decided that it would be best to get the opinions of Adult Probation staff to help me identify the perceptions and possibilities regarding the use of social media by probation. If you could, please take a few minutes to complete the attached survey. The results will be kept confidential and are intended to be used only for my project. Should you have any questions, comments, or concerns, feel free to contact me and I would be happy to discuss those with you.

The survey is currently open and will remain open until the close of business (5pm) on Friday November 30, 2012. Please take the few minutes and complete this, it will help me tremendously in completing my research and will be greatly appreciated.

Thank you,

-rob

Robert A Zastany Jr, CCE
19th Judicial Circuit
Principal Probation Officer
COG Facilitator / Trainer
IPCSA Technology Committee Chair / Webmaster

(office) 847.377.3614
(fax) 847.984.5794
(e-mail) rzastanyjr@lakecountvil.gov



 please consider the environment before printing this email

Appendix F: Interview Questions

- 1) What role do you think social media can have within probation?
 - a. How do you foresee social media being structured within probation? Who will post, update, and monitor?
 - b. What form of social media do you feel would best serve the needs of probation? (Facebook, Twitter, YouTube, ect.)
- 2) What do you think are the perceived benefits / impact social media can have on probation?
 - a. Do you feel that social media can increase completion rate in COG by providing lesson material and information about upcoming groups? Why?
 - b. Do you feel that social media can increase the number of hours completed in PSE by providing information about upcoming projects and available worksites? Why?
- 2) What concerns or barriers do you foresee there being with the implementation of social media within probation?
- 3) Would you support using social media within probation? Why or why not?

Appendix G: Interview Email

Good (Morning / Afternoon / Evening)

I would like to thank you for your participation in completing the survey that I sent out a few weeks ago. In addition to using the results from the survey, which was disseminated throughout Adult Probation, I have decided to conduct several one-on-one interviews to obtain more direct feedback about the possible impact social media can have on probation. If you are willing to, could we set up a time to meet and discuss this topic more in depth? I would need no more than 30 minutes of your time.

Again, thank you for your assistance with this project. If you have any questions, comments, or concerns, please feel free to contact me and we can discuss these.

Thank you,

-rob

Robert A Zastany Jr, CCE
19th Judicial Circuit
Principal Probation Officer
COG Facilitator / Trainer
IPCSA Technology Committee Chair / Webmaster

(office) 847.377.3614
(fax) 847.984.5794
(e-mail) rzastanyjr@lakecountylvil.gov



 please consider the environment before printing this email

Appendix H: Interview Results

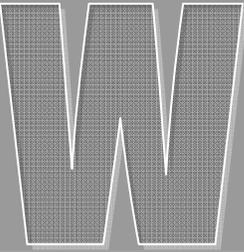
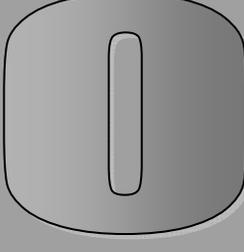
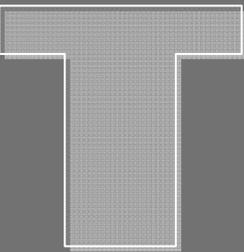
	Senior Managers	Adult Managers	Probation Officers	Public Service Clerks
What role do you think social media can have within probation?	<ul style="list-style-type: none"> • Communication • Engage public • Embracing technology • Connects to people on their terms • Convenient • Free / cost efficient • Opens doors 	<ul style="list-style-type: none"> • Needs to be careful • Boundary issues • This is how society communicates • Low risk • Low cost • Just beginning to see benefits of technology 	<ul style="list-style-type: none"> • HUGE step into future • Supervision tool • Can create ghost accounts • Could use with group reporting • Able to monitor probationers behavior 	<ul style="list-style-type: none"> • Worksite recruitment • Provide project information • Limits phone calls • Already using email to communicate
How do you foresee social media being structured within probation?	<ul style="list-style-type: none"> • Start with pilot project • PLAN!!! • Have groups / units run their page / site • Limit amount or red tape 	<ul style="list-style-type: none"> • Form a committee • Have manager oversee • Make a principal project • Unit / group have control over their content 	<ul style="list-style-type: none"> • Form a committee • Allow for all to access information • One person to lead committee that has technical knowledge • Include Administration to get support 	<ul style="list-style-type: none"> • Group / unit run their page/site • Overseen by manager • Have 2 or 3 people spearhead project • Need someone with technical knowledge to lead the group
What form of social media do you feel would best serve the needs of probation?	<ul style="list-style-type: none"> • Facebook is easy to use & popular • Twitter is quick & to point • Survey customers to get perspective of what they use • Foursquare could allow for check-ins 	<ul style="list-style-type: none"> • Could use RSS feeds • Facebook allows for wide access & ease in use • Facebook mimics traditional website and the two can be connected to support each other 	<ul style="list-style-type: none"> • YouTube can be used for how-to videos • Facebook should be backbone, other sites used to support it • Twitter is quick • Need to be open to new ways in the future 	<ul style="list-style-type: none"> • Mixture of Facebook, Twitter, and YouTube • Facebook is most useful because it is popular and easy to use • YouTube for how-to videos
What do you perceive to be the benefits social media will have on probation?	<ul style="list-style-type: none"> • Limited acceptance at first • Need to sell idea to staff • Communication!!! 	<ul style="list-style-type: none"> • Reaches out to public in new way • Opens up communication • Able to locate people • Provide information to public in a familiar format 	<ul style="list-style-type: none"> • Provide more accurate information to probationers • Use methods to communicate that the public already uses • Opens doors • Saves times with basic questions • Connects to younger probationers 	<ul style="list-style-type: none"> • Communication • Accurate information will be available • 24/7 access • Able to educate public to probation's role • Another tool to interact with the public
Do you feel that social media can increase the completion rate in COG by providing lesson materials and group information?	<ul style="list-style-type: none"> • Yes, but not at first • More information is always good 	<ul style="list-style-type: none"> • If people have access • New way to help probationers be successful • Paperless and cost efficient 	<ul style="list-style-type: none"> • More probationers could skip group because information is available • More information is always a good thing • Increase in quality of graduate • Limit excuses & questions • Yes 	<ul style="list-style-type: none"> • More information is not a bad thing • Maybe, not really sure • No, access is going to be an issue • More info, not bad
Do you feel that social media can increase the number of hours completed in PSE by providing information about upcoming projects and available worksites?	<ul style="list-style-type: none"> • Yes, but not at first • More information is always good 	<ul style="list-style-type: none"> • More access • Limits excuses why probationers can't complete hours • Paperless and cost efficient 	<ul style="list-style-type: none"> • Mass-text program may be better approach • Worksites could have more information, which leads to more opportunities • Clarifies opportunities to complete hours • Yes, gets information directly to probationers • Yes, will help with special projects 	<ul style="list-style-type: none"> • May impact younger probationers more • Maybe, but not sure if it will be a big impact • No, will cause more issues with probationers and worksites
What concerns or barriers to you foresee there being with the	<ul style="list-style-type: none"> • Getting policy makers to buy-in to new method to communicate • Gaining trust from users 	<ul style="list-style-type: none"> • Implementation issues with approval and acceptance • Support from management 	<ul style="list-style-type: none"> • Managers have different views on usage • Abusing the policy • Acceptance by staff 	<ul style="list-style-type: none"> • Too much to keep information updated • Scared to use • Confidentiality • Too much info, which creates

implementation of social media within probation?	<ul style="list-style-type: none"> • Red tape • Issues with access 	<ul style="list-style-type: none"> • Red tape • Boundary issues • Buy-in from staff 	<ul style="list-style-type: none"> • Issues with managements interpretation of intent • Not being used • Public perception 	<p>more work</p> <ul style="list-style-type: none"> • Need paperwork due to issues with offenses
Would you support using social media within probation?	<ul style="list-style-type: none"> • Yes • Can't ignore • Need to stay ahead of curve 	<ul style="list-style-type: none"> • Yes • Increase communication and access <ul style="list-style-type: none"> • Can't fall behind 	<ul style="list-style-type: none"> • Yes can't be ignored • Information only • Can get more information that is already available <ul style="list-style-type: none"> • Needs to be professional 	<ul style="list-style-type: none"> • Yes, might as well conform • Another resource • For general information only <ul style="list-style-type: none"> • Not for PSE

Appendix I: SMAART Action Plan Template

Action Plan Template For Developing, Implementing, and Aligning Actions to the Strategic Plan																	
Division: _____ _____ Quarter: _____ _____ Page _____ of _____		Vision Mission Focus Strategy Action															
Vision Statement of the 19th Judicial Circuit <i>The vision of the Circuit Court of Lake County is to be one truly independent and empowered branch of government providing a fair and responsive system of justice to lead Lake County into the 21st Century. This includes an effectively managed Judiciary and Judicial System that fully utilizes technological advancement and alternative dispute resolution to best serve the public, while seeking the highest possible understanding, trust and confidence.</i>																	
Mission Statement of the 19th Judicial Circuit <i>The mission of the Circuit Court of Lake County is to serve the public. It accomplishes this mission by providing a fair and efficient system of justice, committed to excellence, fostering public trust, understanding and confidence.</i>																	
System Focus: _____ Access to Justice _____ Expedition & Timeliness _____ Equality, Fairness & Integrity _____ Independence & Accountability																	
Division Goal: _____ _____																	
Strategy Area – circle affected area(s) <table style="width: 100%; border: none;"> <tr> <td style="width: 33%; vertical-align: top;"> A. Need and Quality of Judicial Facilities </td> <td style="width: 33%; vertical-align: top;"> B. Enhance Website Functionality </td> <td style="width: 33%; vertical-align: top;"> C. Expansion of Services in Branch Courts </td> </tr> <tr> <td style="vertical-align: top;"> D. Enhance Accessibility in Court Facilities </td> <td style="vertical-align: top;"> E. Increase Effective Judicial Technology </td> <td style="vertical-align: top;"> F. Increase and Enhance Quality Training </td> </tr> <tr> <td style="vertical-align: top;"> G. Improve Caseflow Management </td> <td style="vertical-align: top;"> H. Increase Services to Self-Represented Litigants </td> <td style="vertical-align: top;"> I. Improve Court Forms </td> </tr> <tr> <td style="vertical-align: top;"> J. Collaboration with Stakeholders and Justice Partners </td> <td style="vertical-align: top;"> K. Communications with Stakeholders and Justice Partners </td> <td style="vertical-align: top;"> L. Contain and Reduce Cost of Litigation </td> </tr> <tr> <td colspan="3" style="vertical-align: top;"> M. Improve Court Operations and Service Delivery </td> </tr> </table>			A. Need and Quality of Judicial Facilities	B. Enhance Website Functionality	C. Expansion of Services in Branch Courts	D. Enhance Accessibility in Court Facilities	E. Increase Effective Judicial Technology	F. Increase and Enhance Quality Training	G. Improve Caseflow Management	H. Increase Services to Self-Represented Litigants	I. Improve Court Forms	J. Collaboration with Stakeholders and Justice Partners	K. Communications with Stakeholders and Justice Partners	L. Contain and Reduce Cost of Litigation	M. Improve Court Operations and Service Delivery		
A. Need and Quality of Judicial Facilities	B. Enhance Website Functionality	C. Expansion of Services in Branch Courts															
D. Enhance Accessibility in Court Facilities	E. Increase Effective Judicial Technology	F. Increase and Enhance Quality Training															
G. Improve Caseflow Management	H. Increase Services to Self-Represented Litigants	I. Improve Court Forms															
J. Collaboration with Stakeholders and Justice Partners	K. Communications with Stakeholders and Justice Partners	L. Contain and Reduce Cost of Litigation															
M. Improve Court Operations and Service Delivery																	
Action or Plan: _____ _____																	
WORK PLAN																	

Tasks / Action Steps	Responsibilities	Resources	Timeline
<i>What will be done?</i>	<i>Who will do it?</i>	<i>(Funding / Time / People / Materials)</i>	<i>By when? (Day / Month)</i>
Step 1:			
Step 2:			
Step 3:			
Step 4:			
Step 5:			
Step 6:			
Step 7:			
Implications for <i>PERFORMANCE MANAGEMENT</i>			
Implications for <i>FINANCIAL MANAGEMENT</i>			
Implications for <i>INTERNAL PROCESSES AND CONTROLS</i>			
Implications for <i>ORGANIZATIONAL DEVELOPMENT AND INNOVATION</i>			
Evidence of Success (<i>How will you know you are making progress? What are your Targets or Benchmarks?</i>)			
Evaluation Process (<i>How will you determine that your target has been reached? What are your measures?</i>)			
SWOT Analysis Worksheet			
	Elements <u>HELPFUL</u> towards achieving our goals	Elements <u>HARMFUL</u> towards achieving our goals	
Internal Elements	STRENGTHS: <i>Attributes of the organization, division, or team that help performance</i>	WEAKNESSES: <i>Attributes of the organization, division, or team that harm performance</i>	

		
External Elements	OPPORTUNITIES: <i>External conditions or factors that do or could enhance performance</i>	THREATS: <i>External conditions or factors that do or could damage performance</i>
		

How do we use the **STRENGTHS** to take advantage of the **OPPORTUNITIES**?

How do we overcome the **WEAKNESSES** that prevent us from taking advantage of these **OPPORTUNITIES**?

How do we use our **STRENGTHS** to reduce the likelihood and impacts of these **THREATS**?

How do we overcome the **WEAKNESSES** that will make these **THREATS** a reality?

Balanced Scorecard

Perspective	Is Perspective Measured?	Goal	Is the Goal Measured?	Method of Measurement											Target	Result	
				Statistical	Reports	Review	Survey	Focus	Cost	Profit	Time	Series	Analysis	Audit			Other
<i>What is being measured?</i>	Mark X if Yes	<i>Intended Outcome</i>	Mark √ , if Yes													<i>Standard or Benchmark</i>	<i>Score, Cost, or Measurement</i>
Performance Management		Improve access to services and programs		1	2	3	4	5	6	7	8	9	10				
		Improve program outcomes		1	2	3	4	5	6	7	8	9	10				

		Improve case processing		1	2	3	4	5	6	7	8	9	10		
		Improve client / customer satisfaction		1	2	3	4	5	6	7	8	9	10		
		Improve public awareness of program and services		1	2	3	4	5	6	7	8	9	10		
Financial Management		Reduce cost to client / customer		1	2	3	4	5	6	7	8	9	10		
		Reduce cost to County / Court Organization		1	2	3	4	5	6	7	8	9	10		
		Achieve project budget		1	2	3	4	5	6	7	8	9	10		
		Secure grant funding		1	2	3	4	5	6	7	8	9	10		
		Financial compliance with Court orders / service costs		1	2	3	4	5	6	7	8	9	10		
Internal Processes & Controls		Improve internal efficiency of program/service delivery		1	2	3	4	5	6	7	8	9	10		
		Improve collaboration with internal & external partners		1	2	3	4	5	6	7	8	9	10		
		Compliance with existing policies and procedures		1	2	3	4	5	6	7	8	9	10		
		Compliance with ethical & professional standards.		1	2	3	4	5	6	7	8	9	10		
		Enhance internal & external communication		1	2	3	4	5	6	7	8	9	10		
Organizational Development & Innovation		Enhance employee job knowledge & skills		1	2	3	4	5	6	7	8	9	10		
		Improve utilization of new & existing technology		1	2	3	4	5	6	7	8	9	10		
		Increase Organizational Commitment		1	2	3	4	5	6	7	8	9	10		
		Development of new solutions & techniques		1	2	3	4	5	6	7	8	9	10		
		Improve responsiveness to emergent conditions/events		1	2	3	4	5	6	7	8	9	10		

Dashboard - Evaluation of Public Trust & Confidence					
Strategic Planning		Perspectives			
Focus Area	Objective	Performance Management	Financial Management	Internal Processes	Organizational Development
Access to Justice	Public Proceedings				
	Safety, Accessibility & Convenience				
	Effective Participation				
	Courtesy, Responsiveness & Respect				
	Affordable Cost				
Expedition & Timeliness	Case Processing				
	Compliance with Schedules				
	Prompt Implementation of Law and Procedure				
Equality, Fairness and Integrity	Fair & Reliable Procedures				
	Juries				
	Court Decision and Actions				
	Clarity				
	Responsibility for Enforcement				
	Production and Preservation of Records				
Independence and	Independence and Comity				

Accountability	Accountability for Public Resources				
	Personnel Practices and Decisions				
	Public Education				
	Response to Change				

Appendix J: SMART Action Plan

Action Plan For Developing, Implementing, and Aligning Actions to the Strategic Plan		
Division: <u>Adult Probation Services</u> Quarter: _____ Page <u>1</u> of <u>6</u>		<i>Vision</i> <i>Mission</i> <i>Focus</i> <i>Strategy</i> <i>ction</i>
Vision Statement of the 19th Judicial Circuit <i>The vision of the Circuit Court of Lake County is to be one truly independent and empowered branch of government providing a fair and responsive system of justice to lead Lake County into the 21st Century. This includes an effectively managed Judiciary and Judicial System that fully utilizes technological advancement and alternative dispute resolution to best serve the public, while seeking the highest possible understanding, trust and confidence.</i>		
Mission Statement of the 19th Judicial Circuit <i>The mission of the Circuit Court of Lake County is to serve the public. It accomplishes this mission by providing a fair and efficient system of justice, committed to excellence, fostering public trust, understanding and confidence.</i>		
System Focus: <input checked="" type="checkbox"/> Access to Justice <input type="checkbox"/> Expedition & Timeliness <input checked="" type="checkbox"/> Equality, Fairness & Integrity <input type="checkbox"/> Independence & Accountability		
Division Goal: To provide leadership and facilitate collaboration among internal and external criminal justice system partners and stakeholders in order to better integrate evidence-based practices; improve communication, data, and information sharing; promote professional understanding; and enhance the delivery of offender and victim services within the justice system.		
Strategy Area – circle affected area(s)		
A. Need and Quality of Judicial Facilities	B. Enhance Website Functionality	C. Expansion of Services in Branch Courts
D. Enhance Accessibility in Court Facilities	E. Increase Effective Judicial Technology	F. Increase and Enhance Quality Training
G. Improve Caseflow Management	H. Increase Services to Self-Represented Litigants	I. Improve Court Forms
J. Collaboration with Stakeholders and Justice Partners	K. Communications with Stakeholders and Justice Partners	L. Contain and Reduce Cost of Litigation
M. Improve Court Operations and Service Delivery		
Action or Plan: Develop a social media platform to provide customers with information about programs within Adult Probation		

WORK PLAN			
Tasks / Action Steps	Responsibilities	Resources	Timeline
<i>What will be done?</i>	<i>Who will do it?</i>	<i>(Funding / Time / People / Materials)</i>	<i>By when? (Day / Month)</i>
Step 1: Form committee and identify information to be included on social media site, what social media sites to be used, time frame for implementation	- Adult Probation Management - Probation Officers (COG) - Public Service Clerks - Senior Managers	- Weekly meetings (1-2 hours) for first month - Monthly meetings (1-2 hours) thereafter	- Ongoing
Step 2: Develop outline for content	- Committee	- Computer - Paper	- Within first 30 days
Step 3: Develop policy for the use of social media	- Committee - Senior Managers - Judiciary	- Computer - Current policies for reference	- Within first 90 days
Step 4: Update current Electronic Communication Policy	- Committee - Judicial Information Services - Senior Managers - Judiciary	- Computer - Current policy for revision	- Within first 90 days
Step 5: Staff training on the use of social media and how to encourage use by customers	- Committee - Adult Probation Managers	- 1 hour informational training, presented to each unit (9 units) - Develop PowerPoint presentation - Utilize County computer lab to allow staff to use site while being trained	- Within 6 months
Step 6: Advertise social media site on website and through media	- Committee - Judicial Information Services - Human Resources	- Press release from Court Administration - Court website updated by Judicial Information Services - Email reminder to staff	- Within 6 months
Step 7: Update customer survey, employee satisfaction survey to measure impact of social media. Develop survey to be distributed through social media site. Administer and prepare report for review.	- Committee - Research Analyst - Adult Probation Managers - Senior Managers	- Computer - Research software (excel) - Paper - 1-2 months to analyze data - 1-2 months to prepare reports for review	- Update surveys within 90 days of implementation of social media site - Survey customers and employees during scheduled time frames already in place by organization - Survey social media users within 6 months of implementation and again at 12 months, repeat survey every 12 months to monitor effectiveness
Step 8: Review survey results, make adjustments to the utilization of social media site	- Committee - Research Analyst - Adult Probation Managers - Senior Managers	- Monthly meetings (1-2 hours)	- First revision within 12 months - Ongoing thereafter
Step 9: Develop additional uses for social media within probation and the court	- Committee - Senior Managers - Judiciary	- Monthly meetings (1-2 hours)	- Within 18 months
Implications for <i>PERFORMANCE MANAGEMENT</i> Collaboration with Stakeholders and Justice Partners			

Implications for <i>FINANCIAL MANAGEMENT</i> Not Applicable		
Implications for <i>INTERNAL PROCESSES AND CONTROLS</i> Communications with Stakeholders and Justice Partners, Collaboration with Stakeholders and Justice Partners		
Implications for <i>ORGANIZATIONAL DEVELOPMENT AND INNOVATION</i> Increase Effective Judicial Technology, Enhance Website Functionality		
Evidence of Success (<i>How will you know you are making progress? What are your Targets or Benchmarks?</i>) An active social media platform that provides information on public service opportunities, COG program materials, and general COG group information.		
Evaluation Process (<i>How will you determine that your target has been reached? What are your measures?</i>) Utilizing annual customer surveys, develop survey through social media sites, include in annual employee satisfaction survey, and monitor activity on social media site.		
SWOT Analysis Worksheet		
	Elements <u>HELPFUL</u> towards achieving our goals	Elements <u>HARMFUL</u> towards achieving our goals
Internal Elements	STRENGTHS: <i>Attributes of the organization, division, or team that help performance</i>	WEAKNESSES: <i>Attributes of the organization, division, or team that harm performance</i>
	<ul style="list-style-type: none"> - COG officers supportive of using social media to enhance program - PSE clerks open to using social media for informational purposes - Manager indicated that they support the use of social media - Senior managers indicated they would like to limit red tape - Majority of staff already familiar with social media to some degree 	<ul style="list-style-type: none"> - Organizational change - Unable to commit time due to casework and day to day operations - Distrust for managements involvement / perception of project - Officers unofficially using social media to monitor clients already - Limited access to social media sites from work computers
External Elements	OPPORTUNITIES: <i>External conditions or factors that do or could enhance performance</i>	THREATS: <i>External conditions or factors that do or could damage performance</i>
	<ul style="list-style-type: none"> - Provide customers with new method to obtain information about programs - Save time looking for information - Probation is able to connect to new population - Probation officers eventually able to monitor probationers social media activity - Court's website is kept accurate due to information on social media site being updated more regularly due to ease in use - Customers / public is provided accurate information in a clear and defined location 	<ul style="list-style-type: none"> - Increase in internet use by staff wanting to use social media sites - Probation officers indicated they want to use social media for investigative purposes, may impede on initial role of social media - Areas contingent on outside approval (Administration / Judiciary) - Additional time needed to develop policy - Staff unsupportive and do not encourage use of social media site
How do we use the STRENGTHS to take advantage of the OPPORTUNITIES? Encourage COG officers and PSE clerks to encourage probationers to use social media sites to get information about projects or groups. Have managers remind staff about benefits in meetings / newsletters.		
How do we overcome the WEAKNESSES that prevent us from taking advantage of these OPPORTUNITIES? Develop strong committee mixed with various levels of staff to oversee implementation, allow for line staff to see senior staff support project. Bring Judicial Information Services into group and develop new Electronic Communication Policy to allow for greater access for staff to social media sites.		
How do we use our STRENGTHS to reduce the likelihood and impacts of these THREATS? Managers indicated that they are supportive, they are able to push project forward and motivate those who resist. Senior managers can use their position to show support and gain acceptance as well as assist in developing a strong policy that limits intent of project to reduce inappropriate use of social media by staff.		

How do we overcome the WEAKNESSES that will make these THREATS a reality?
 Involve key stakeholders in the development process to limit questions later in project. Provide updates to all staff to show how project is developing and allow for feedback during process.

Balanced Scorecard

Perspective	Is Perspective Measured?	Goal	Is the Goal Measured?	Method of Measurement											Target	Result
				Statistical Report	Review	Survey	FOCUS	Cost	Profit	Time	Series	Analysis	Audit	Other		
What is being measured?	Mark X if Yes	Intended Outcome	Mark √, if Yes	1	2	3	4	5	6	7	8	9	10	Standard or Benchmark	Score, Cost, or Measurement	
Performance Management		Improve access to services and programs	√	1	2	3	4	5	6	7	8	9	10			
		Improve program outcomes	√	1	2	3	4	5	6	7	8	9	10			
		Improve case processing		1	2	3	4	5	6	7	8	9	10			
		Improve client / customer satisfaction	√	1	2	3	4	5	6	7	8	9	10			
		Improve public awareness of program and services	√	1	2	3	4	5	6	7	8	9	10			
Financial Management		Reduce cost to client/ customer		1	2	3	4	5	6	7	8	9	10			
		Reduce cost to County / Court Organization		1	2	3	4	5	6	7	8	9	10			
		Achieve project budget		1	2	3	4	5	6	7	8	9	10			
		Secure grant funding		1	2	3	4	5	6	7	8	9	10			
		Financial compliance with Court orders/ service costs		1	2	3	4	5	6	7	8	9	10			
Internal Processes & Controls	X	Improve internal efficiency of program/service delivery	√	1	2	3	4	5	6	7	8	9	10			
		Improve collaboration with internal & external partners	√	1	2	3	4	5	6	7	8	9	10			
		Compliance with existing policies and procedures		1	2	3	4	5	6	7	8	9	10			
		Compliance with ethical & professional standards.		1	2	3	4	5	6	7	8	9	10			
		Enhance internal & external	√	1	2	3	4	5	6	7	8	9	10			

		communication															
Organizational Development & Innovation	X	Enhance employee job knowledge & skills	√	1	2	3	4	5	6	7	8	9	10	10			
		Improve utilization of new & existing technology	√	1	2	3	4	5	6	7	8	9	10	10			
		Increase Organizational Commitment		1	2	3	4	5	6	7	8	9	10	10			
	X	Development of new solutions & techniques	√	1	2	3	4	5	6	7	8	9	10	10			
		Improve responsiveness to emergent conditions/events	√	1	2	3	4	5	6	7	8	9	10	10			

Appendix K: Lake County Social Media Guidelines

Posting Guidelines

Official county social media sites need to be clear, precise and follow industry best practices for posting updates.

Three tenets county social media publishers should follow regarding the types of content to share:

- **Relevant:** Information that helps residents and pertains to their daily lives
- **Timely:** Information about deadlines, upcoming events, news or related to current events
- **Actionable:** Information to register, attend, go or do

What Not to Post:

- Information about items in litigation or about claims that could be brought against the county.
- Nonpublic information of any kind.
- Personnel, sensitive or confidential information of any kind.
- Medical information that violates a person's Health Insurance Portability and Accountability Act (HIPAA) protections.

If you have questions or concerns about content, contact the Communications Division.

Links

Social media sites should include links that direct users back to the county's website for more information, forms, documents or online services, as necessary. Agencies may use a link shortened (i.e.: Google URL Shortened <http://goo.gl/>) to meet the requirements of character-limited platforms and to track the number of hits to a link.

External links to media articles or other relevant content are permitted to encourage conversation and to share information, but external links on the county's official website, lakecountyil.gov, are governed by the Lake County Website Policy.

Comments

Comments from the public are welcome on social media sites, but comments must be monitored daily during working hours to ensure they meet certain criteria. County-created social media forums must be structured narrowly to focus discussions on a particular interest of Lake County government, or a Lake County department, rather than creating a "public forum." County publishers may only remove postings based on the guidelines below, not because a comment disagrees with county policy.

All sections of social media sites that allow comments should include either a link to the following comments policy published on the public website, or the complete text published on the social media site:

The purpose of this site is to present matters of public interest in Lake County (ADD DEPARTMENT NAME), including its many residents, businesses and visitors. We

encourage you to submit your questions, comments, and concerns, but please note this is a moderated online discussion site and not a public forum.

Once posted, the county reserves the right to delete these kinds of submissions:

- 1. Vulgar language*
- 2. Personal attacks of any kind*
- 3. Comments or content that promotes, fosters, or perpetuates discrimination on the basis of race, creed, color, age, religion, gender, marital status, genetics, status with regard to public assistance, national origin, physical or intellectual disability or sexual orientation*
- 4. Spam or links to other sites*
- 5. Clearly off topic*
- 6. Advocate illegal activity*
- 7. Promote particular services, products, or political organizations*
- 8. Infringe on copyrights or trademarks*
- 9. Personally identifiable medical information*
- 10. Information that may compromise the safety, security or proceedings of public systems or any criminal or civil investigations.*

Please note that the comments expressed on this site do not reflect the opinions and position of the Lake County government or its officers and employees. If you have any questions concerning this social media platform, please contact the [Department Name] at [e-mail]@lakecountyil.gov.

Publishers may choose to reply to comments to engage residents in the same way we reply to phone and email inquiries, but business decorum must prevail and factual responses -- not opinions -- must be shared. Staff monitoring for and replying to comments should coordinate responses with other agencies, if appropriate, so the best response can be provided.

Content submitted on County Government social media sites for posting that is deemed unsuitable because it is not related to the current subject matter or is considered inappropriate content should be retained pursuant to the applicable records retention schedule. A description detailing why content was removed or deemed not suitable should be maintained.

Additionally, if a Facebook publisher plans to delete a comment, a screenshot of the topic and the offending comment should be saved for documentation purposes. Facebook also provides the ability for any page fan to mark any comment as spam. Page publishers must monitor pages not only for spam comments, but also for comments that should not be marked as spam if they do not violate the comments policy.